



**Olympic Performance, Inc.**

## **OMF 2011 Customer Service Survey Results**

An OMF customer satisfaction survey was posted on the Internet May 23, 2011 through June 24, 2011, hosted by Olympic Performance, Inc. using a QuestionPro survey engine. A series of interviews with Bureau chiefs, department heads, and City Council staff was conducted at the same time. This report presents the results of the survey and interviews.

This survey is the sixth survey completed for OMF to evaluate customer service. The first survey was conducted in 2005. In 2006, response to the survey was very low and thus the result questionable. In 2007 only interviews were completed. The survey was completed in total with strong response the subsequent years.

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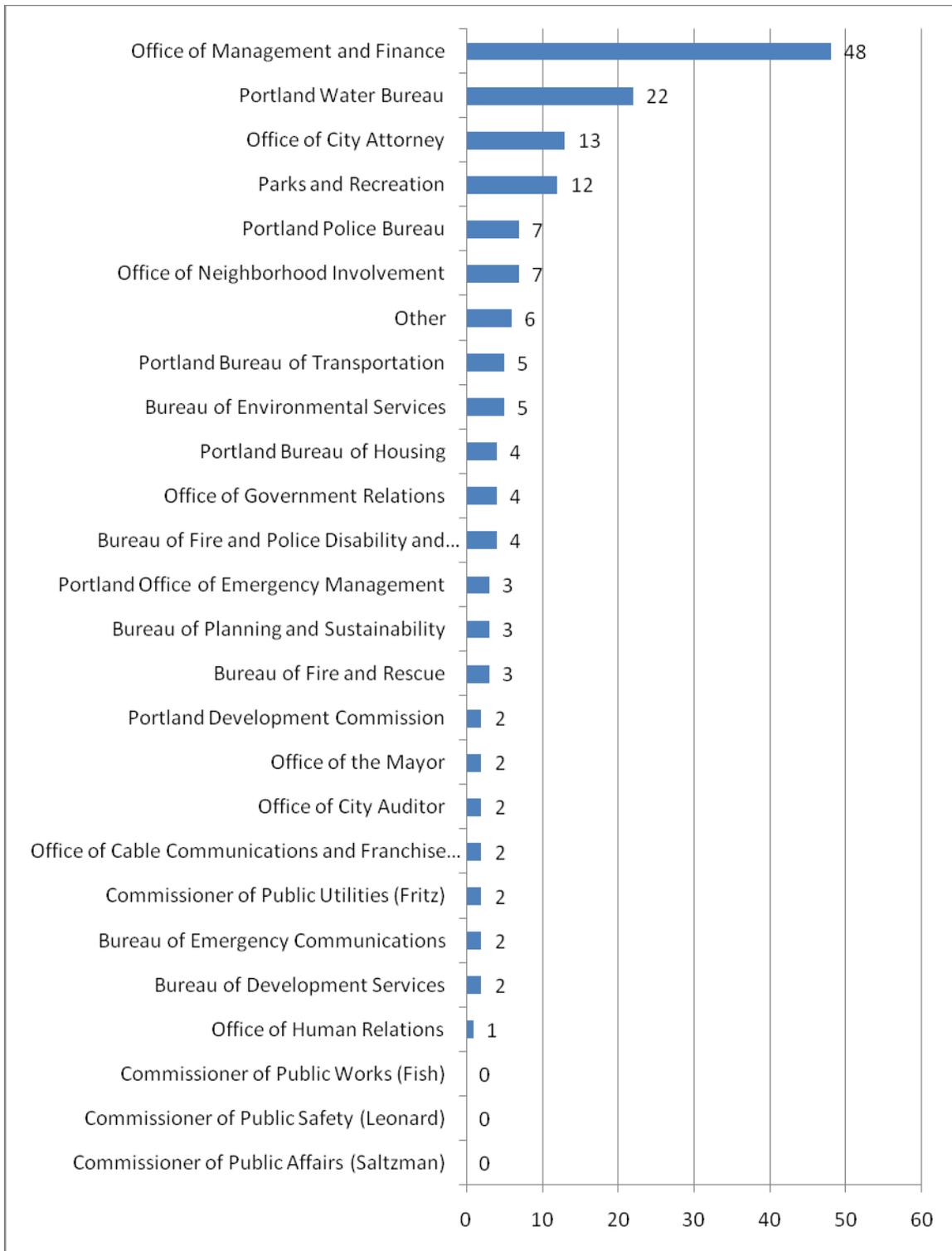
## ***Executive Summary***

In a nutshell, what are the results of this survey?

- More employees took the survey than ever in the past. However, the average number of responses for each question was less than last year (53 in 2011 versus 78 in 2010). [Page 7]
- Fewer OMF employees participated this year than last year. [Page 7]
- On average, OMF employees rated OMF service about a quarter of a point higher than non-OMF employees. However, nine bureaus/departments were rated lower by OMF employees than non-OMF employees. [Page 13]
- Top performers in 2011: BTS – Police IT, RB – License and Tax Division, RB – Operations Division, BIBS – Printing and Distribution Services, CAOs Office, BFS – Public Finance and Treasury, BIBS – City Fleet, RB – Regulatory Division, BTS – Support Center, BTS – Support Center. [Page 8]
- Bottom performers in 2011: Enterprise Business Solutions, BHR – Diversity Development / Affirmative Action, BHR – Operations and Strategic Support, BTS – Project Management Office, BHR – Employment and Development, BHR (General), BTS – Business Solutions, Citywide Projects – PSSRP, BTS – Infrastructure and Engineering, BHR – Labor Relations [Page 8]
- Most improvement from 2010 to 2011: BTS – Police IT, BFS – Financial Planning, RB – Regulatory, License & Tax, and BHR – Police Human Resources. [Page 10]
- Most decline from 2010 to 2011: BTS – Infrastructure and Engineering and BIBS – Printing & Distribution Programs. [Page 10]
- Historical trends:
  - Office of Management and Finance – Slight dip in 2009 from a high in 2008, returning to the 2008 level in 2010 and beyond in 2011. [Page 13]
  - CAO’s Office – Steady increase since 2009 (data not collected prior to 2009). [Page 14]
  - Business Operations – Steady increase since 2008. [Page 14]
  - Bureau of Internal Business Services – Steady increase from 2008 to 2010, declining in 2011 to a level between 2009 and 2010. [Page 14]
  - Bureau of Financial Services – Dipped in 2009 and again in 2010 from a high in 2008, returning in 2011 to a level between 2008 and 2009. [Page 14]
  - Bureau of Human Services – Steady increase since 2008. [Page 15]
  - Revenue Bureau – Steady decline from 2008 to 2010 with a significant jump in 2011 to the highest level so far. [Page 15]
  - Bureau of Technology Services – Declined in 2009 from the 2008 level but steady increase in 2010 and 2011. [Page 15]
  - Enterprise Business Solutions – Increased in 2010 from the 2009 level but fell back slightly in 2011 (data not collected prior to 2009). [Page 15]
- Survey respondents reported very little perceived change to services over the past year (hindsight analysis). Further, there is essentially no difference between what the non-OMF employees reported and OMF employees reported regarding perceived change. [Page 16]

## ***Participation***

161 employees took the survey (compared to 156 in 2010, 91 in 2009, and 157 in 2008 – this is the highest number of participants ever). The following graph identifies how many filled out the survey from each City Bureau/Office:



While 48 employees identified themselves as members of the Office of Management and Finance (OMF), only 20 of them identified which Bureau or Department they work in within OMF, as shown below:



By comparison, the graph below shows participation in 2010.



Fourteen interviews (twelve in 2010 and thirteen in 2009) were completed this year for this survey. Comments from the interviews and from the open ended question within the survey are included below.

## **Survey Results**

### **Service Evaluation**

**Fewer OMF employees participated this year, but those that did rated OMF higher than OMF employees rated OMF last year.**

**Overall, the OMF rating improved.**

This year the overall OMF service score is 2.92, excluding a question as this year “OMF (General),” which was rated 2.91, nearly the same as the actual average. Last year the overall service score was 2.83 and in 2009 it was 2.78. There is clearly an upward trend in the overall score.

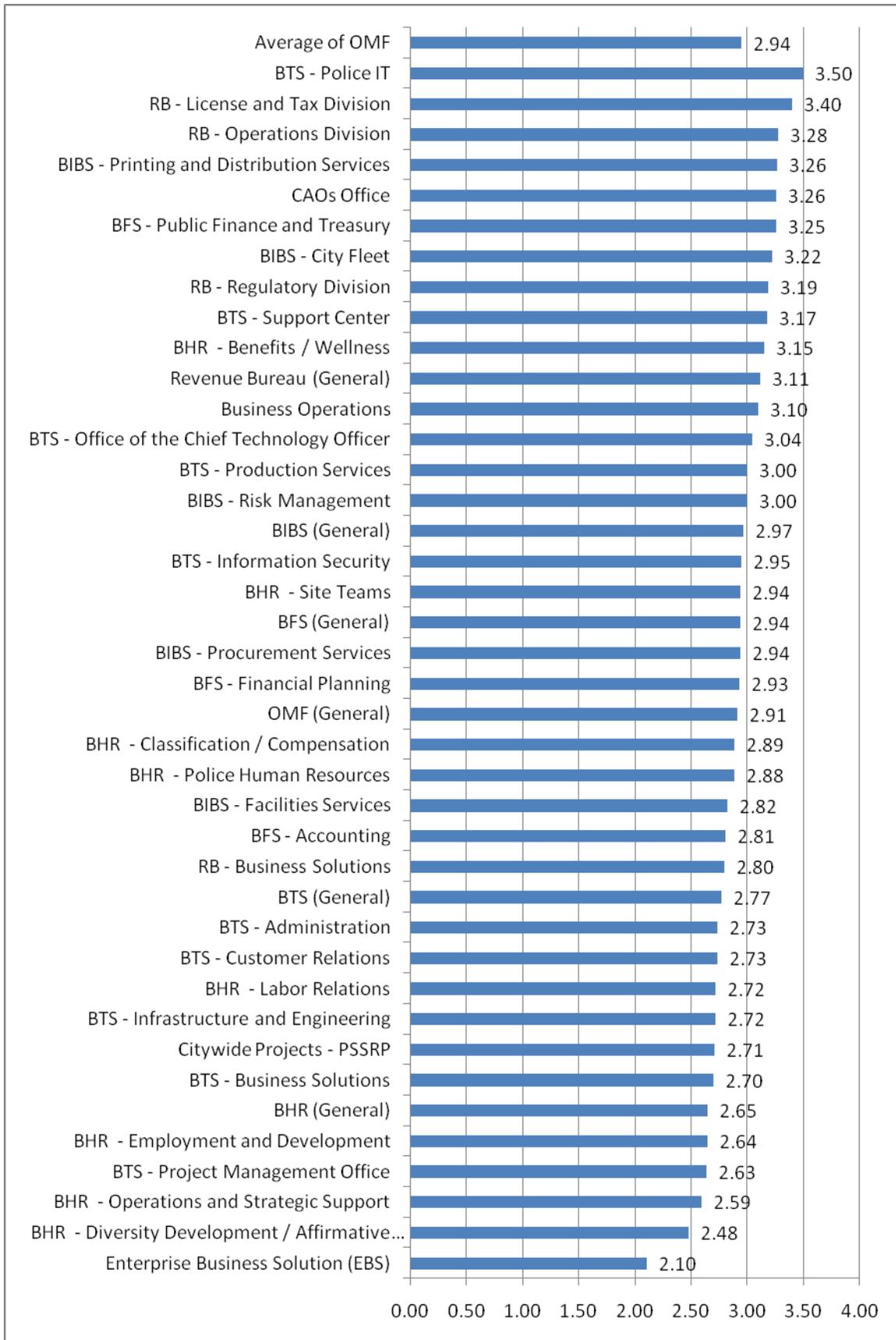
**While 161 employees took the survey, questions related to level of service averaged 53 responses compared to an average of 78 in 2010.** This year, an average of 37 (31 in 2010) Non-OMF department employees responded to each question and rated OMF at an average of 2.85 (2.78 last year). An average of 17 (47 last year) OMF employees responded to each question and rated OMF higher at 3.08 (2.86 last year).

Below is a Pareto chart comparing the overall average satisfaction rating for each of the OMF services. The scale is:

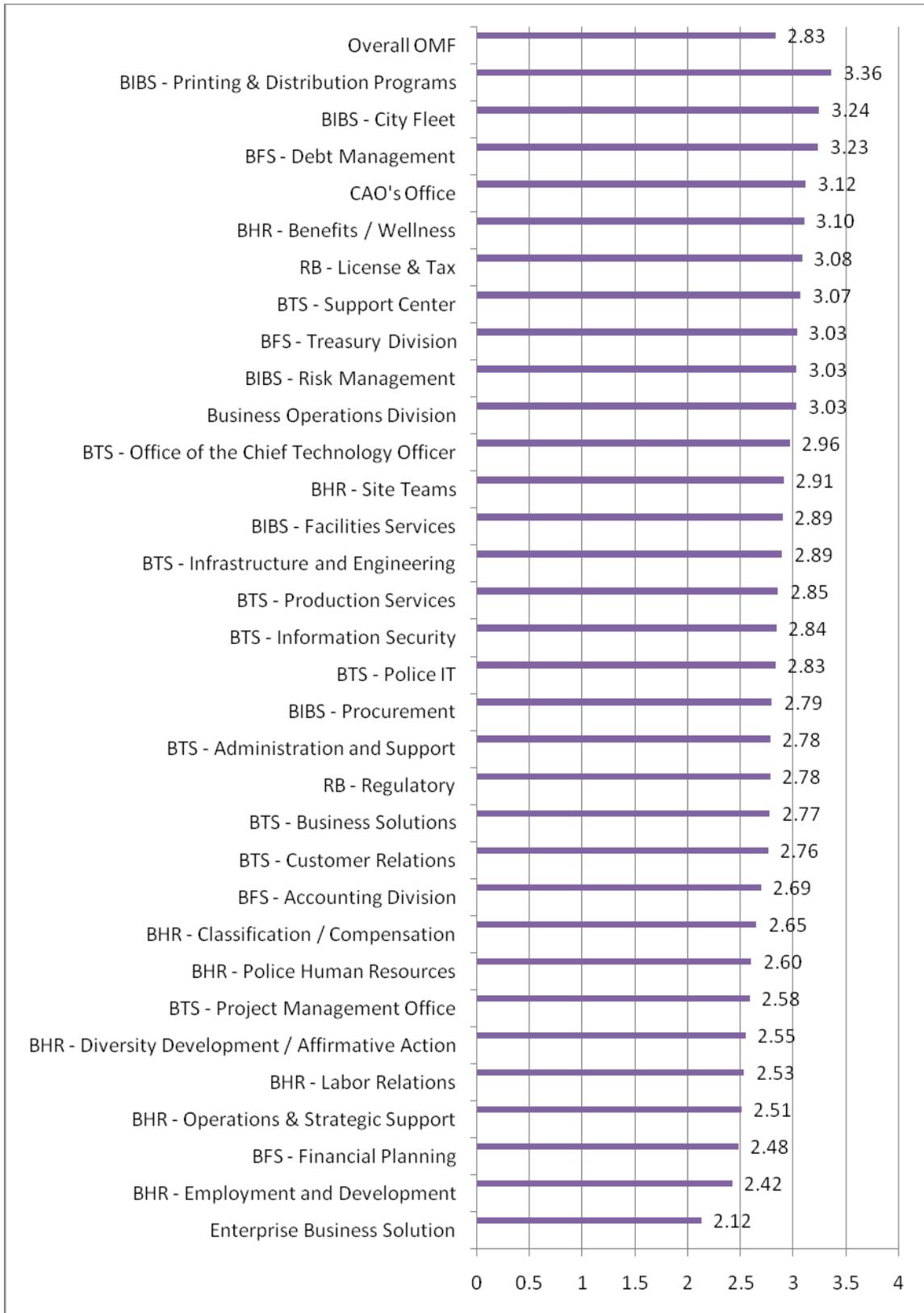
- Excellent (4)
- Good (3)
- Fair (2)
- Poor (1)

All responses marked “Don’t know” were excluded from the summary statistics.

The average service level of all OMF bureaus and departments is shown at the top of the chart, followed by the bureaus/department with the highest overall satisfaction feedback and ranging to the lowest at the bottom of the chart.



For comparison, below is the Pareto results from 2010:



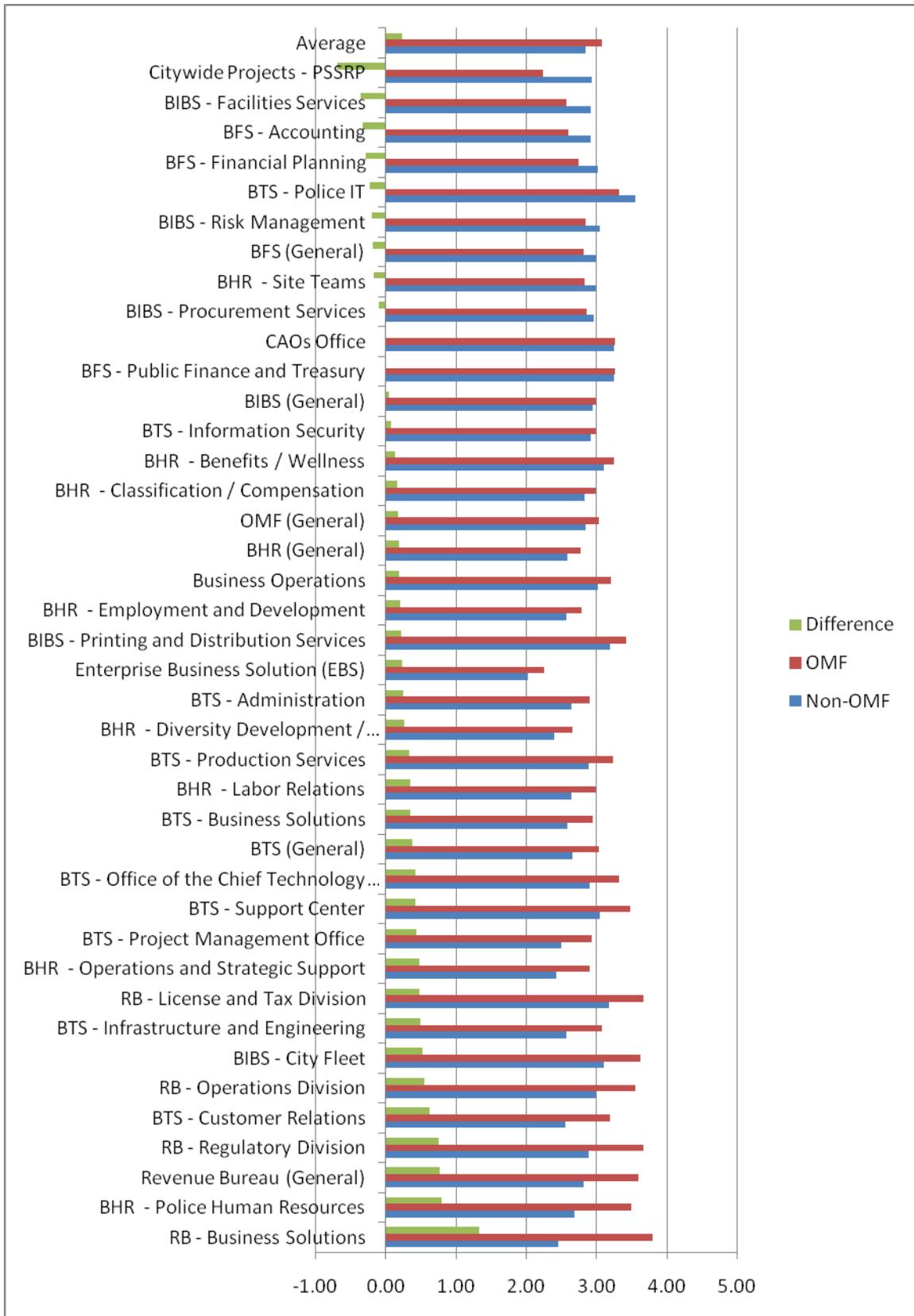
Bureaus / Departments shifts from 2010 to 2011 are, in descending order from most positive shift to most negative (the scale used in 2005 and 2006 ranged from 1 to 5; after 2006 the scale ranges from 1 to 4). Also, cell that are empty indicate we did not collect data for that bureau/department during that period):

<b>Bureau / Department</b>	<b>2005</b>	<b>2006</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		<b>2011-2010</b>
BTS - Police IT				2.63	2.83	3.50		0.67
BFS - Financial Planning	3.24	3.70	2.92	2.58	2.48	2.93		0.45
RB - Regulatory	3.25		3.05	2.90	2.78	3.19		0.41
RB - License & Tax					3.08	3.40		0.32
BHR - Police Human Resources				3.12	2.60	2.88		0.28
BHR - Classification and Compensation	2.80		2.40	2.50	2.65	2.89		0.24
BHR - Employment and Development	2.87		2.29	2.47	2.42	2.64		0.22
BFS -Public Finance and Treasury	3.79	4.00	3.30	3.19	3.03	3.25		0.22
BHR - Labor/Employee Relations	2.81	2.67	2.35	2.50	2.53	2.72		0.19
BIBS - Procurement Services	3.08		2.59	2.77	2.79	2.94		0.15
BTS - Production Services				2.61	2.85	3.00		0.15
BTS - Average	3.04	3.10	2.54	2.74	2.77	2.91		0.14
CAO's Office				3.16	3.12	3.26		0.14
BFS - Accounting	3.45	3.77	2.97	2.68	2.69	2.81		0.12
BTS - Information Security				2.68	2.84	2.95		0.11
BTS - Support Center				3.02	3.07	3.17		0.10
BHR - Operations & Strategic Support					2.51	2.59		0.08
BTS - Office of the Chief Technology Officer					2.96	3.04		0.08
Business Operations					3.03	3.10		0.07
BHR - Benefits/Wellness	3.40		2.98	2.99	3.10	3.15		0.05
BTS - Project Management Office				2.57	2.58	2.63		0.05
BHR - Site Teams	3.24	3.79	2.87	2.80	2.91	2.94		0.03
BIBS - Printing & Distribution Programs	3.74	3.61	3.24	3.31	3.36	3.26		-0.10
BHR - Diversity Development/Affirmative Action	3.28		2.59	2.36	2.55	2.48		-0.07
BIBS - Facilities Services				2.78	2.89	2.82		-0.07
BTS - Business Solutions	3.22	2.73	2.60	2.62	2.77	2.70		-0.07
BTS - Administration				2.54	2.78	2.73		-0.05
BIBS - Risk Management	3.36	3.94	2.79	3.11	3.03	3.00		-0.03
BTS - Customer Relations				2.57	2.76	2.73		-0.03
BIBS - City Fleet	3.32		2.98	3.33	3.24	3.22		-0.02
Enterprise Business Solution				1.89	2.12	2.10		-0.02
BTS - Infrastructure and Engineering	3.52	3.67	2.91	2.59	2.89	2.72		-0.17

### **Difference between OMF and non-OMF employee opinions**

This year we decided to analyze ratings based just on non-OMF employees to determine if there is much of a difference to the whole responding population. Below is a Pareto chart showing results from the non-OMF employees compared to OMF employees, showing most positive difference at the top of the table down to most negative difference at the bottom of the table.





Below is the same information in table format:

<b>Bureau/Department</b>	<b>Non-OMF</b>	<b>OMF</b>	<b>Difference</b>
<i>Average</i>	2.85	3.08	0.23
Citywide Projects - PSSRP	2.94	2.25	-0.69
BIBS - Facilities Services	2.92	2.57	-0.35
BFS - Accounting	2.92	2.60	-0.32
BFS - Financial Planning	3.03	2.75	-0.28
BTS - Police IT	3.56	3.33	-0.22
BIBS - Risk Management	3.05	2.86	-0.19
BFS (General)	3.00	2.82	-0.18
BHR - Site Teams	3.00	2.83	-0.17
BIBS - Procurement Services	2.96	2.87	-0.09
CAOs Office	3.25	3.26	0.01
BFS - Public Finance and Treasury	3.25	3.27	0.02
BIBS (General)	2.95	3.00	0.05
BTS - Information Security	2.92	3.00	0.08
BHR - Benefits / Wellness	3.11	3.25	0.14
BHR - Classification / Compensation	2.83	3.00	0.17
Business Operations	3.03	3.22	0.19
BHR (General)	2.59	2.78	0.19
OMF (General)	2.85	3.04	0.19
BHR - Employment and Development	2.58	2.79	0.21
BIBS - Printing and Distribution Services	3.20	3.43	0.23
Enterprise Business Solutions (EBS)	2.02	2.26	0.24
BTS - Administration	2.65	2.90	0.25
BHR - Diversity Development / Affirmative Action	2.40	2.67	0.27
BTS - Production Services	2.90	3.24	0.34
BTS - Business Solutions	2.60	2.95	0.35
BHR - Labor Relations	2.65	3.00	0.35
BTS (General)	2.66	3.04	0.38
BTS - Support Center	3.05	3.48	0.43

Bureau/Department	Non-OMF	OMF	Difference
BTS - Office of the Chief Technology Officer	2.91	3.33	0.43
BTS - Project Management Office	2.50	2.94	0.44
RB - License and Tax Division	3.18	3.67	0.48
BHR - Operations and Strategic Support	2.43	2.91	0.48
BTS - Infrastructure and Engineering	2.58	3.08	0.50
BIBS - City Fleet	3.11	3.64	0.53
RB - Operations Division	3.00	3.56	0.56
BTS - Customer Relations	2.56	3.19	0.63
RB - Regulatory Division	2.90	3.67	0.77
Revenue Bureau (General)	2.82	3.60	0.78
BHR - Police Human Resources	2.69	3.50	0.81
RB - Business Solutions	2.47	3.80	1.33

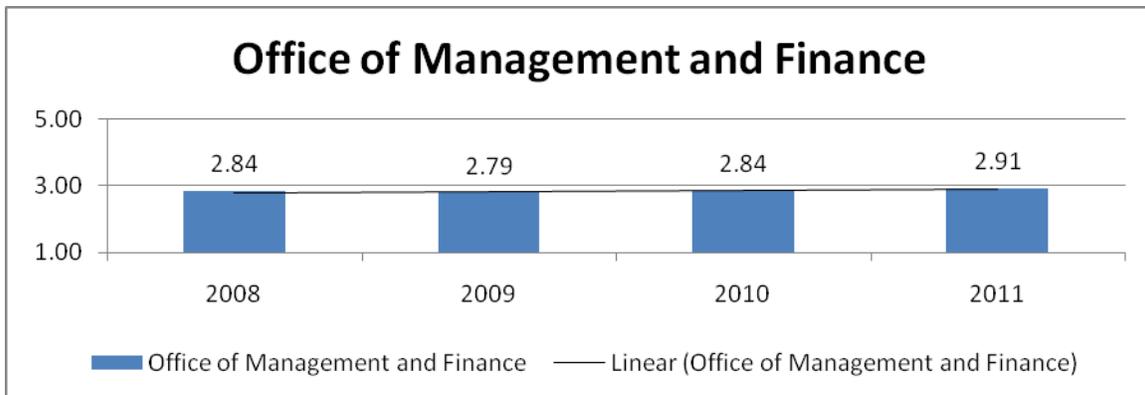
**On average, OMF employees rated OMF service about a quarter of a point higher than non-OMF employees. However, nine bureaus/departments were rated lower by OMF employees than non-OMF employees.**

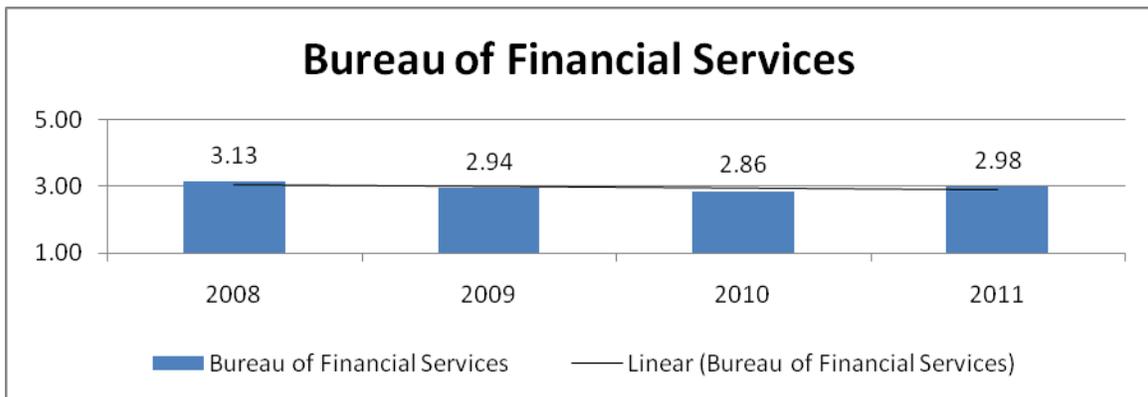
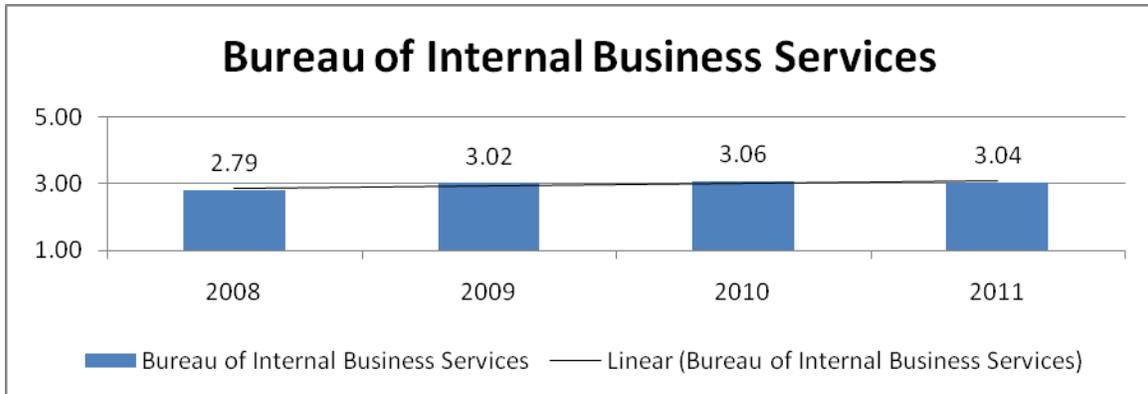
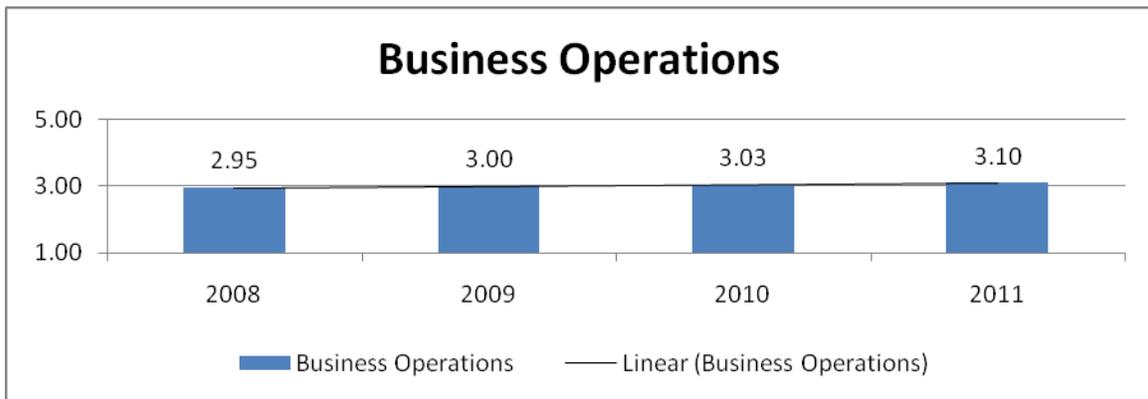
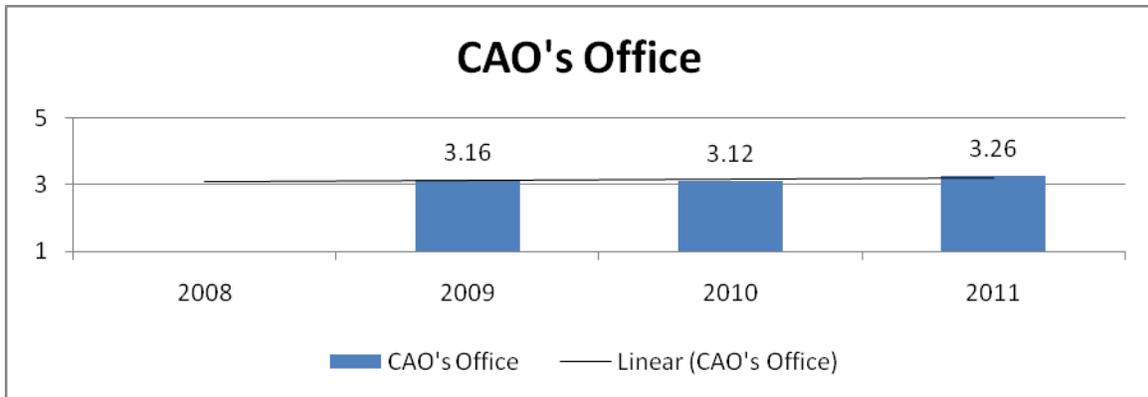
### ***Historical Trends***

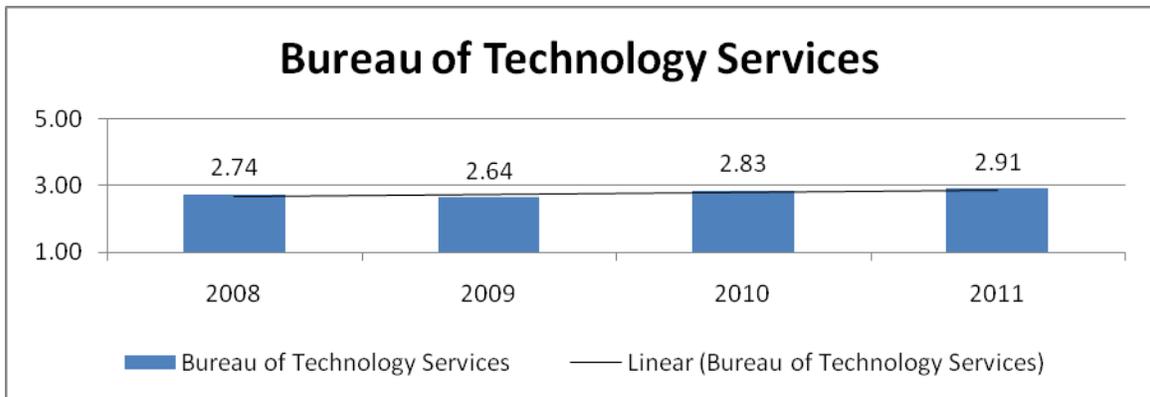
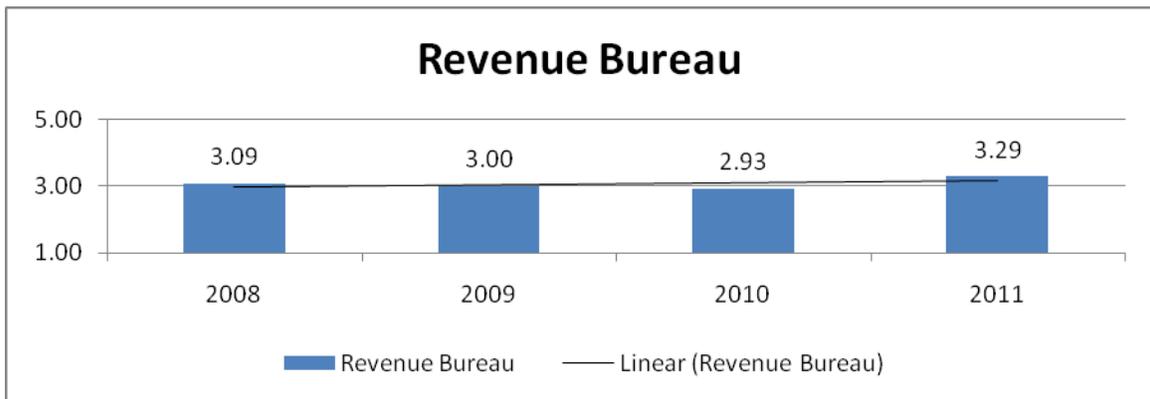
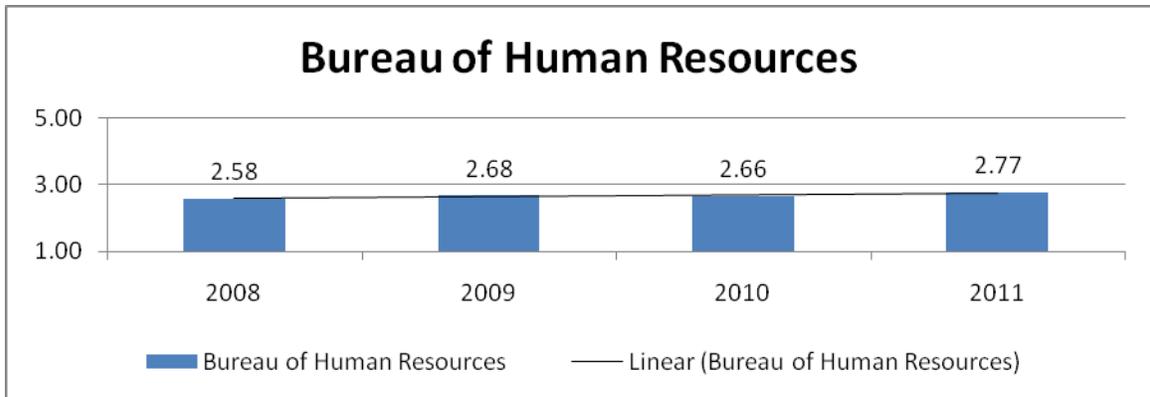
The following graphs show the average ratings for each of the Bureaus and for OMF overall for each of the surveys completed in the past four years (since 2008). The scale was changed from a five point scale to a four point scale after the 2006 survey, thus making comparisons with the 2005 and 2006 surveys unreliable. A linear trend line has been added to illustrate the direction of change.

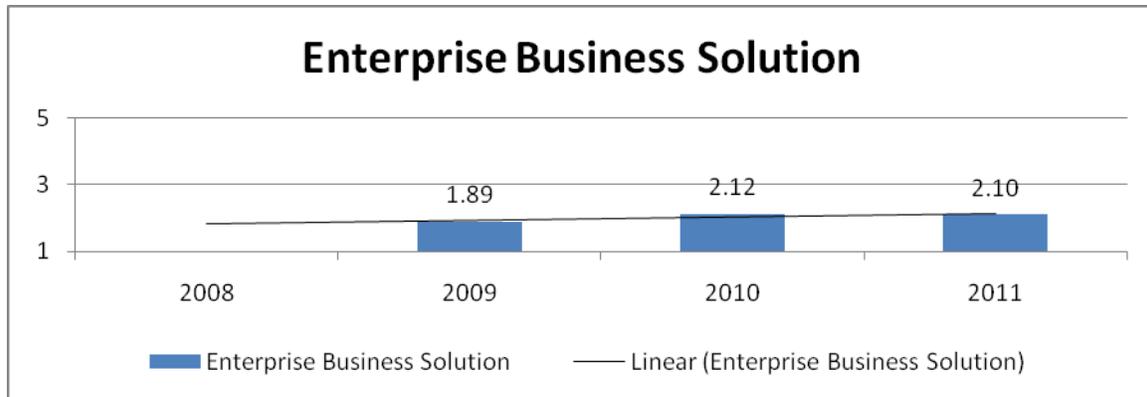
Response participation was for the three years shown in the graphs is as follows:

- 2008 – 157
- 2009 – 91
- 2010 -156
- 2011 – 161









#### Description of trends:

- Office of Management and Finance – Slight dip in 2009 from a high in 2008, returning to the 2008 level in 2010 and beyond in 2011.
- CAO’s Office – Steady increase since 2009 (data not collected prior to 2009).
- Business Operations – Steady increase since 2008.
- Bureau of Internal Business Services – Steady increase from 2008 to 2010, declining in 2011 to a level between 2009 and 2010.
- Bureau of Financial Services – Dipped in 2009 and again in 2010 from a high in 2008, returning in 2011 to a level between 2008 and 2009.
- Bureau of Human Services – Steady increase since 2008.
- Revenue Bureau – Steady decline from 2008 to 2010 with a significant jump in 2011 to the highest level so far.
- Bureau of Technology Services – Declined in 2009 from the 2008 level but steady increase in 2010 and 2011.
- Enterprise Business Solutions – Increased in 2010 from the 2009 level but fell back slightly in 2011 (data not collected prior to 2009).

### ***Perceived Change from 2010 to 2011***

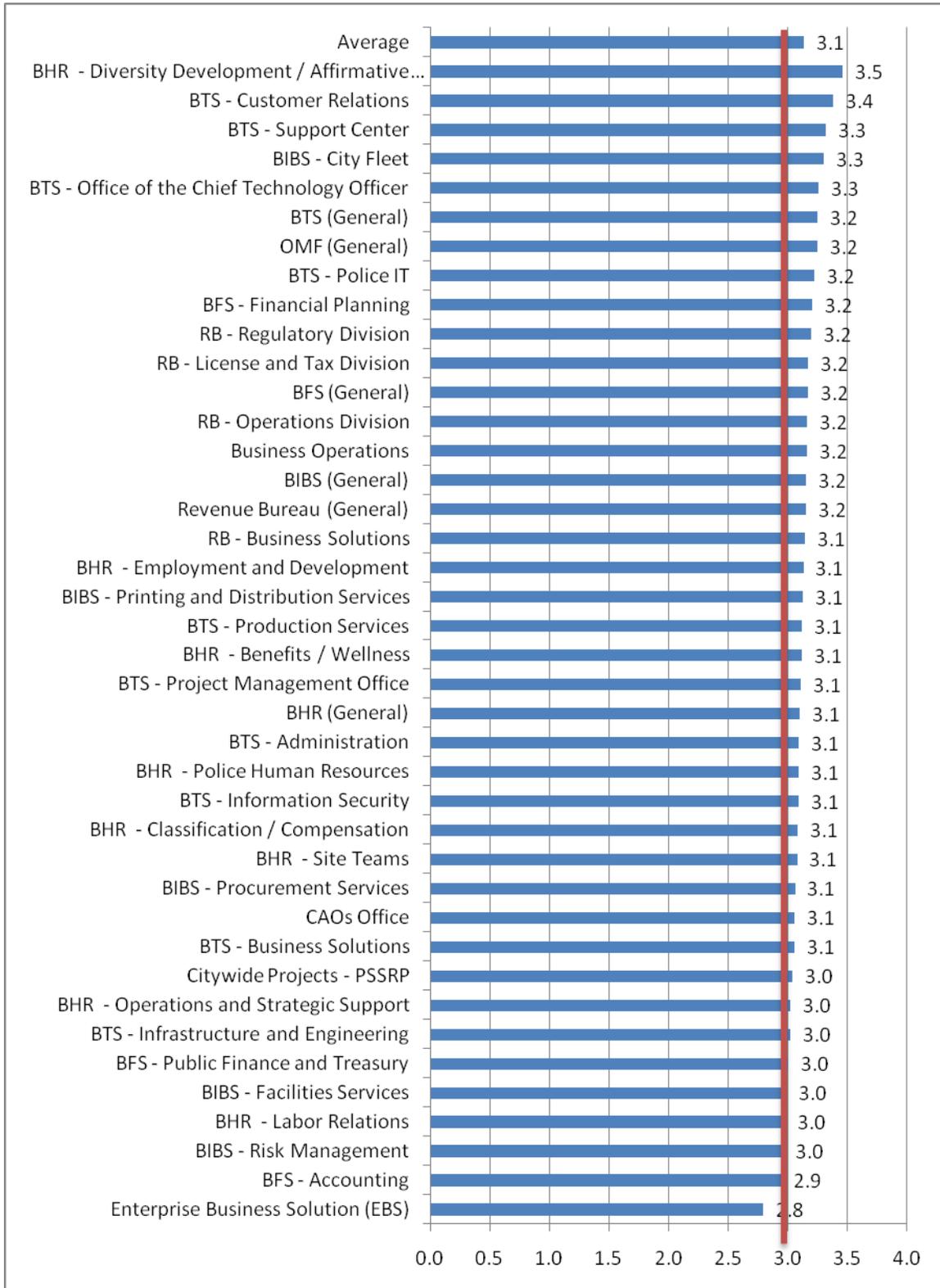
Participants were asked to evaluate how the level of customer service they have received compares with the level of customer service they received a year ago for each of the OMF services.

#### **Survey respondents reported very little perceived change to services (.1 improvement over last year).**

The exceptions were improvement to BHR – Diversity Development / Affirmative Action (.5 improvement) and BTS - Customer Relations (.4 improvement), BTS – Support Center (.3 improvement), BIBS – City Fleet (.3 improvement), and BTS – Office of the Chief Technology Officer (.3 improvement). All other bureaus/departments had a .2 change or less.

**There essentially is no difference between what the non-OMF employees reported and the OMF employees reported regarding their opinion of change from 2010 to 2011.** An average of 34 (23 last year) non-OMF employees responded to each hindsight question. They reported a 3.1 change over last year, which is the same as the overall average. An average of 16 OMF employees answered each hindsight question and they reported a 3.2 change over last year, which is nearly the same as the overall average and what the non-OMF department employees reported.

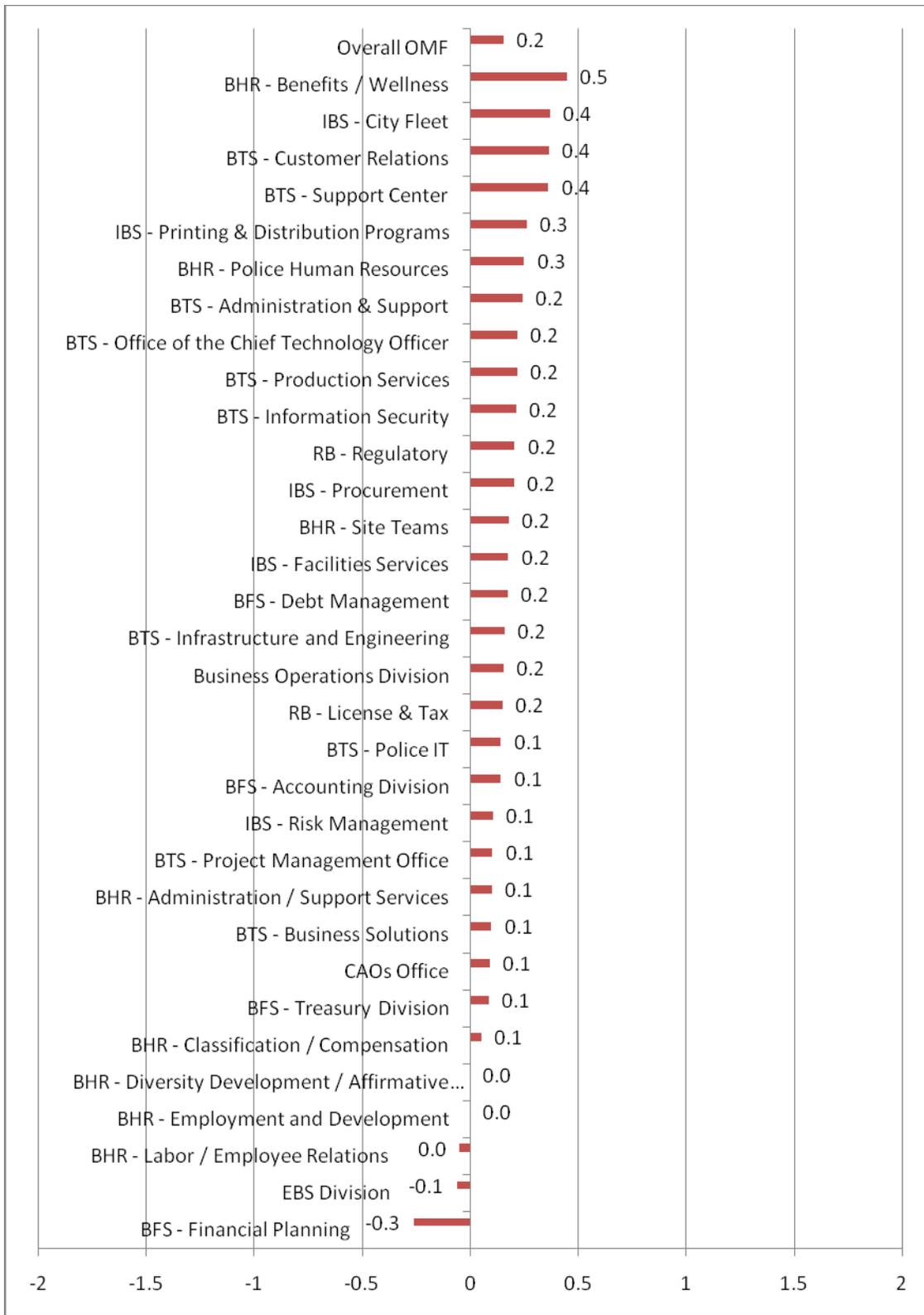
The graph below compares OMF services based on this hindsight analysis (3.0 indicates no change).



The scale is:

Strong Decline (1), Some Decline (2), **No Change (3)**, Some Improvement (4), Strong Improvement (5)

For reference, below is the 2010 hindsight result. Note that the scale used was different than what was used this year. The 200 scale ranged from a +2 for Strong Improvement to a -2 for Strong Decline (we changed the scale this year to make it easier to graph).



## OMF Services Analysis Detail

Below is an analysis of each of the OMF services, including example comments from the survey and interviews.

### OMF (General)



Weighted average of 2.91 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

80 responses

#### Non-OMF Employee Comments:

- OMF services, in managing PO, contracts, AP, AR and HCM, are scattered. Therefore, bureau is constantly running around with pieces of information rather than finding a wholesome solution. More coordination is needed.
- Overall, the divisions that I deal with are still as helpful and timely as always - with some improvements as listed above [below in this report].
- Having worked for the city for almost a decade I have found a lot of good individuals in OMF that are very helpful to me and I tend to try to go to them as much as I can for help. Often times customer service is very uneven depending on who I talk to so I try to go to those who I have confidence in their knowledge and abilities.
- As a small bureau, it often seems a struggle to fit within the standard expectations established by OMF, often simply due to capacity of very limited staff with excessive workloads. This is true in many areas such as when standards are set for role separations in SAP, temporary hiring needs that don't conform to standard protocols, and ability to manage citywide projects such as website migration. We appreciate flexibility when we push back and it has been given but encourage OMF as a whole to be more conscious of how decisions impact bureaus with limited resources.
- In general I am highly satisfied with the quality and level of service, and am impressed with the level of focus and commitment to both. There have been incremental improvements over the past year in certain areas, over what was already a highly satisfactory experience.
- Overall I am impressed with the caliber of staff at OMF and the high degree of expertise and helpfulness. This is especially true in Financial Planning.

- Some OMF services are provided with considerable expertise. Others have poor level of expertise and helpfulness. Very uneven level of skill and service.

OMF tends to not understand the variety of circumstances and working needs among the various bureaus. OMF is extraordinarily guilty of 'one size fits all' syndrome, which causes inefficiencies, ineffectiveness, or both throughout the City.

- My poor ratings are not intended as criticism of individuals. I think the major problems facing OMF and affecting its ability to provide decent service are a function of the poorly structured centralized support services model. We have specialized needs in the bureaus that are ignored or poorly addressed by OMF due to a 'watering down' of the agency's focus on a false notion of general City needs. I do not think OMF will ever provide adequate services to the bureaus in terms of HR or IT without excessive additional staffing and costs or a return of those functions to the bureaus so that specific needs can be addressed.

The other problematic area for OMF is financial planning and budget. This function needs to be better defined and provided firewalls to mitigate the political influences under the commission form of government. The non-mayor council members and service bureaus are disadvantaged in the current structure where these functions essentially serve as an arm of the Mayor's Office.

We would like focus by independent analysts as to how costs in OMF can be best controlled. The answer might be that all is good now, but a shared report would be helpful to review. Are all the services provided now really needed? Are they being delivered in the most effective and efficient fashion? [Tim Crail for Commissioner Fritz]

- I would like to see OMF (because they are core to all bureaus) champion a City-wide continuity program. They already support a lot of essential services. POEM's focus is on emergencies, whereas the need for continuity is not always for catastrophic events. [Carmen Merlo - POEM]
- We live and die on our rates and thus I am very sensitive of increases or decreased in costs of service to the Water Bureau. We project our rates but we know that OMF costs will likely not follow our projections due to accumulation of many individually small increases. That puts tremendous pressure on us. I feel free to go to the appropriate OMF bureau head or department director and have always received good response, but this is a concern. [David Shaff – Water]
- Overall OMF is doing really well. We have a few frustrations here and there, but not excessively so. [Margaret Van Vliet – Housing]
- Nothing bad to say about OMF. Great improvements over the years. [Ty Kovatch for Commissioner Leonard]
- OMF in general is working pretty well. OMF is in a tough spot regarding Public Impact Statements, for instance, as well as the budget process. Awkward for bureaus and them, but they do their best.

It would be helpful if OMF would inform the Council more about the consequences of decisions. Perhaps even push back when necessary by recommending alternatives. Work with the bureaus to determine the impact on them and help them come forward to argue their own case if appropriate. At the same time, continue to provide as much openness and transparency as possible. [Betsy Ames for Commissioner Fish]

- I applaud OMF doing this survey and the interviews every year. They are making improvements. It is a journey. There are areas that still are impediments, inefficient, or time consuming, but overall it is good. [Zari Santner – Parks]
- By and large very happy with the services we receive from OMF. For the most part, they are customer oriented and responsive. The City Hall restack is special and we appreciate it. [Linda Meng – City Attorney]

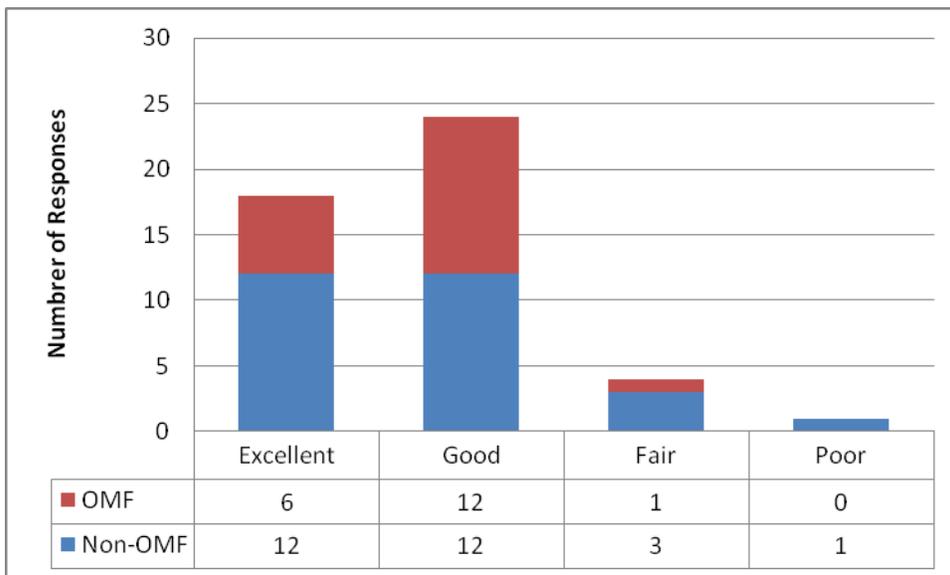
- OMF is doing a good job. [Mayor Adams]
- OMF has a really good team. Their main challenge is to maximize the benefits of SAP and to take a lead role on implementing the Portland Plan.

OMF works with little praise for good work and, usually, only acknowledgement when something goes wrong. They have done a very good job handling their responsibilities and knowing when to hand off something due to a growing political envelope around it. They operate without surprising anyone, which is hard to do in the complex organizational structure of the City. [Warren Jimenez – COS Mayor’s Office]

OMF Employee Comments:

- None

**CAO’s Office**



Weighted average of 3.26 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

47 responses

Non-OMF Comments:

- We will miss Ken Rust. He is the BEST!
- Communication from the CAO office is minimal.
- We appreciate that Ken takes his own calls and is always available. We also appreciate Ken’s monthly meetings and hope that Jack can continue them. [Tim Crail for Commissioner Fritz]
- I applaud Ken for the 360-degree review, including this survey. I have seen improvements over the years and hope the effort continues. [Carmen Merlo - POEM]
- We have a great relationship with Ken. I think very highly of him. [David Shaff – Water]
- We appreciate Ken’s leadership on the training facility this year. Ken supported with a statement about how financially sound the plan was, which helped us receive Council support. Ken’s approach took many of the politics out of the issue. We also appreciate Ken’s honesty regarding the previously planned center when he called it a ‘pipe dream.’ This plan he said ‘meets the needs of the bureau and is financially sound.’ [Mike Reese – Police]

- Ken’s credibility will be missed. Ken’s financial leadership early on helped keep the City financially strong through the economic downturn. [Ty Kovatch for Commissioner Leonard]
- Ken is one of the most creative people I know. He is a great problem solver. We will miss him. [Ty Kovatch for Commissioner Leonard]
- Space is our biggest issue. Ken stepped up and tried to solve the problem, eventually offering a solution that we hope is in the budget. I know OMF is doing the best they can on this, and I really appreciate Ken’s personal participation. [Linda Meng – City Attorney]
- Ken has done a great job. He will be missed. Jack is highly recommend and looks to be ready for a more visible role. He seems to have just the right temperament and focus. He will be key in leading OMF to move the Portland Plan into a city (small ‘c’) plan. OMF will be core to building partnerships with other government organizations and implementing agreements with those organizations. He will help change and improve the governance of the \$9.7 billion flowing through this City. He will also help address my biggest concern, which is the SAP system. We made a major investment there and we must realize its full potential as a management tool. It must become a part of and perhaps even drive the strategic plan. [Mayor Adams]

OMF Comments:

- None

### Business Operations



Weighted average of 3.10 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

62 responses

Non-OMF Employee Comments:

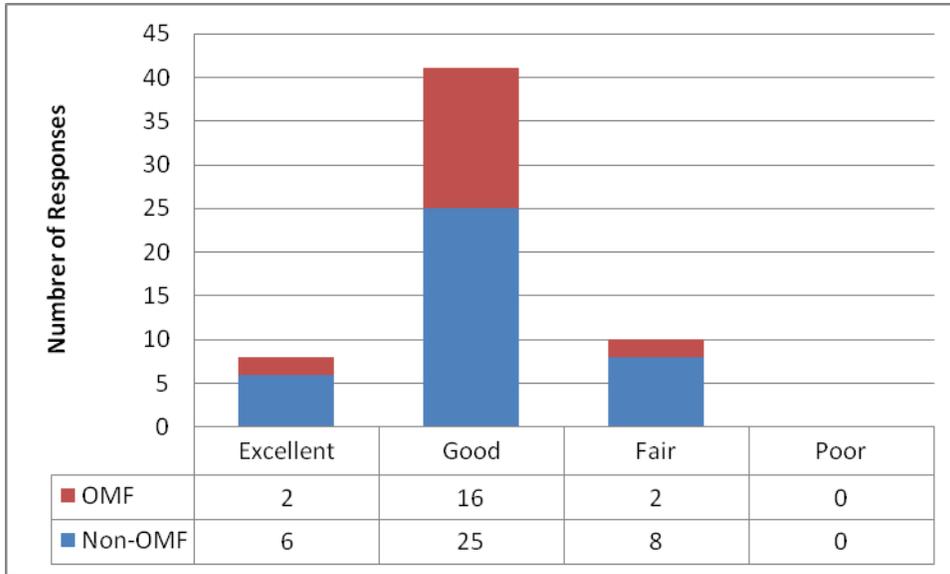
- Crystal Castraita has provided outstanding service to the Police Grants Office on an ARRA JAG grant matter of some delicacy and it wasn't and still isn't her responsibility. She's stayed with us and I really appreciate her professionalism.
- Our merger with PDC Housing led to a lot of business requirements, including SAP changes. We had great service from OMF with Judy Tuttle as a strong ambassador. There are still some lingering issues...red tape. [Margaret Van Vliet – Housing]

- Jane does a great job. She is a good replacement for Judy and Tom. She stepped up well. [Mayor Adams]
- Crystal Castruita is very helpful with the budget process. She has a new boss that we haven't worked with yet, but Crystal has been doing this for a while and offers good continuity. She does not have her own agenda and is great at customer service. [Tim Crail for Commissioner Fritz]

OMF Employee Comments:

- In the past year, the OMF services I found excellent in the areas of timeliness, helpfulness, and expertise are: ... Business Operations ....

**Bureau of Internal Business Services (General)**



Weighted average of 2.97 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

59 responses

Non-OMF Employee Comments:

- Jeff Baer is very responsive. [Tim Crail for Commissioner Fritz]
- I have a very high opinion of Jeff. He has helped us many times. [David Shaff – Water]
- Jeff is dependable and steady. [Ty Kovatch for Commissioner Leonard]
- I like the changes that Jeff has made. Creative and helpful. OMF is doing a good job. [Mayor Adams]

OMF Employee Comments:

- None

## Bureau of Internal Business Services – City Fleet



Weighted average of 3.22 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

49 responses

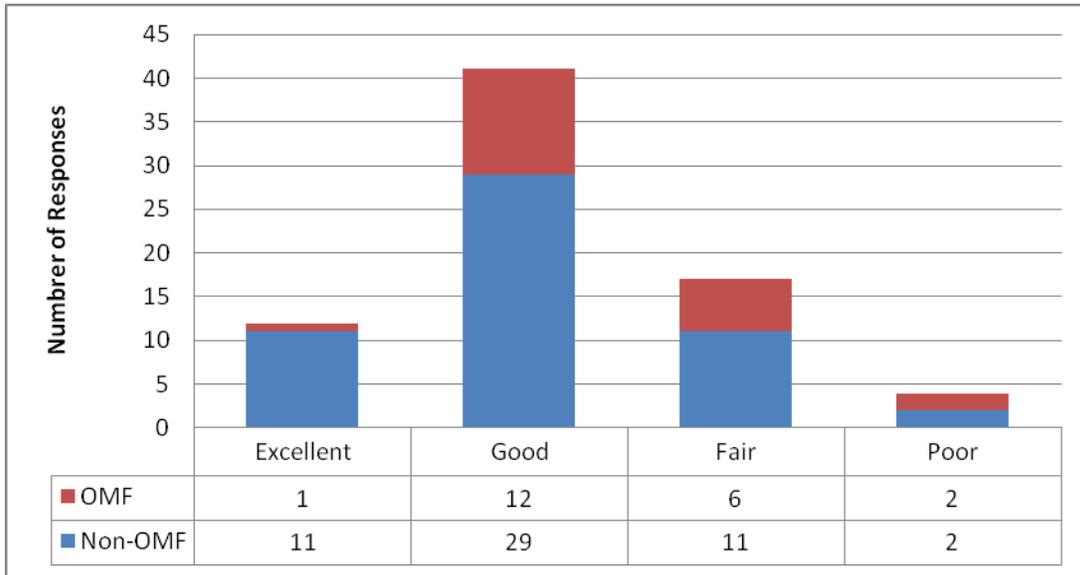
Non-OMF Employee Comments:

- Fleet has been a good help all along.
- John Hunt, the Director of City Fleet is very responsive, even to the point of anticipating potential questions when items go to Council. [Tim Crail for Commissioner Fritz]
- Fleet is much improved as compared to 2005. John is doing a very good job. I am not hearing negatives that I heard back then. [David Shaff – Water]
- Fleet has a tough job with a wide range of requirements. However, we have been waiting for over a year for a step-van. What is the delay? At minimum, we should know the status of this. [Dean Marriott – BES]
- Happy with Fleet. They listen and recommend. [Zari Santner – Parks]
- The new guy gets high marks. [Tom Miller / Ron Geason – PBOT]

OMF Employee Comments:

- None

## Bureau of Internal Business Services – Facilities Services



Weighted average of 2.82 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

74 responses

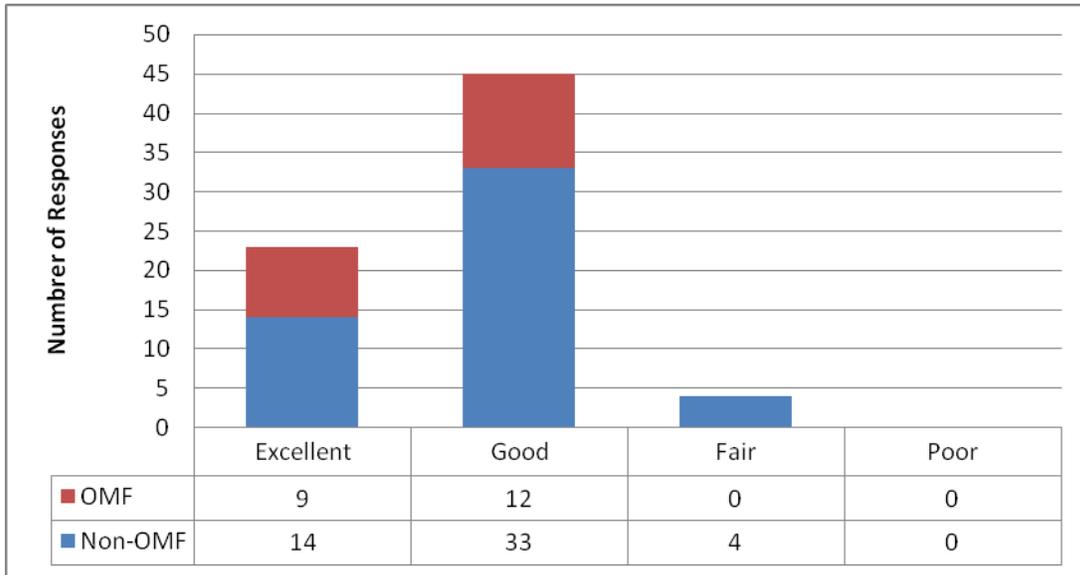
Non-OMF Employee Comments:

- I really appreciate Facilities' work to implement food-scrap collection throughout many facilities and overall effectiveness in pursuing energy efficiency and healthy building practices.
- Facilities service has decreased in timeliness and thoroughness. Sloppy work on some painting of walls. Incomplete work in assisting people with air/heat issues. Often takes a great deal of time to have issues dealt with.
- Facilities should make appointments before coming over to do work rather than just showing up.
- Bureau of Internal Business Services - Marina Cresswell is an excellent project manager.
- Facilities is excessively slow, unhelpful, and expensive, particularly compared to the private sector providers of the same services.
- The Portland Building is troublesome. Things don't get fixed. We have windows that leak. Some issues had to rise to my level to get attention, which is not appropriate. As of a month ago, there was still no plan to take care of these things. I am unimpressed with how the floors I am responsible for are taken care of. [David Shaff – Water]
- Facilities helped with our lease and space planning. Marina Cresswell did an amazing job and was great to work with. [Margaret Van Vliet – Housing]
- Sometimes Facilities can help us and other times they cannot. This is a tough building. They are doing their best. [Linda Meng – City Attorney]

OMF Employee Comments:

- None

## Bureau of Internal Business Services – Printing and Distribution Services



Weighted average of 3.26 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

72 responses

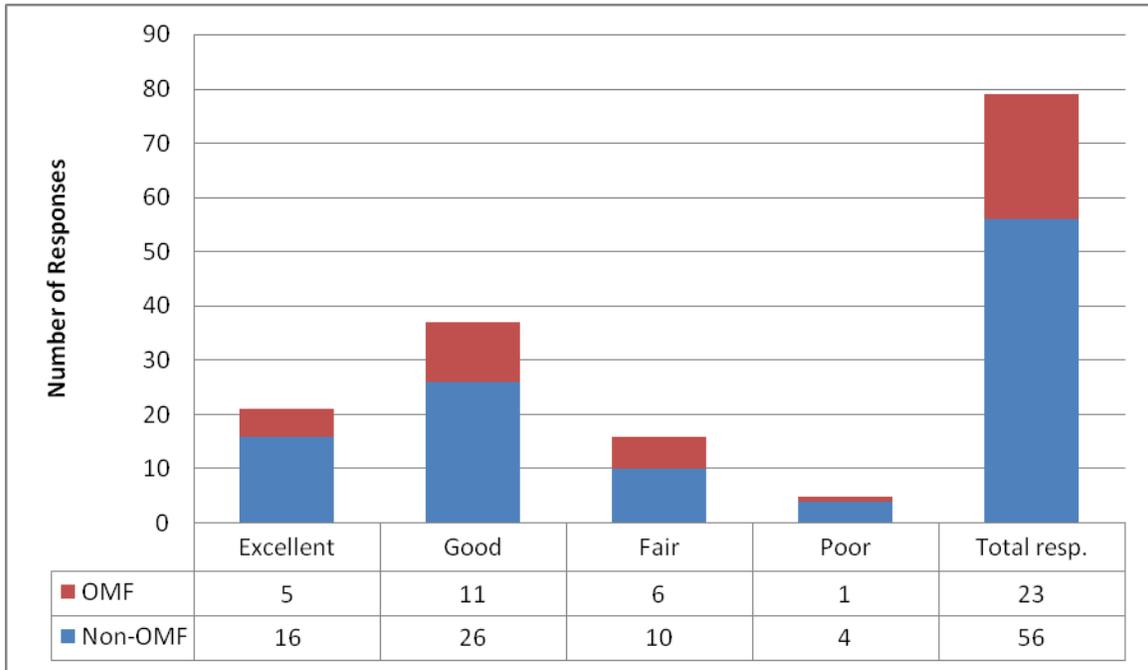
Non-OMF Employee Comments:

- Printing does a great job. I never hear a bad word. They do well with cost control, turn around, and accuracy. [David Shaff – Water]
- They are helpful. [Margaret Van Vliet – Housing]

OMF Employee Comments:

- BTS help desk support continues to be strong. Analysts are very helpful, quick and professional. Additionally, P&D customer service maintains very high levels of customer service. Both groups could be models for other areas within OMF in terms of customer service approach.

## Bureau of Internal Business Services – Procurement Services



Weighted average of 2.94 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

79 responses

Non-OMF Employee Comments:

- Contracts have always been difficult especially for a small bureau who does them infrequently. The level of help has greatly improved.
- Need to coordinate purchasing and accounting functions to improve customer services to bureaus. For example, a PO payment processed by accounting cannot assist the bureau with the implications on the PO in relation to an invoice processed.
- Exceptional outstanding services from Procurement.
- My rating of 'Fair' for Procurement Services and for BTS Customer Relations is based on my experience that the services of these two divisions do not meet the needs of very small bureaus well.

About a year ago, I was trying to do a small remodeling job on an office space that had been donated to us in a building not owned by the City. It was difficult to get accurate, timely information about how to do the purchasing process for hiring the contractors. I looked for information in the written materials, and could not decipher them. I called for help, and felt dismissed for not already understanding how to purchase the services. If we were a big bureau, we might have someone who is experienced in this kind of procurement, but we are small, so we don't. Please consider developing your materials to better educate people with not much experience with the procurement of services (e.g. include a glossary, or tone down the accounting lingo in the explanations).

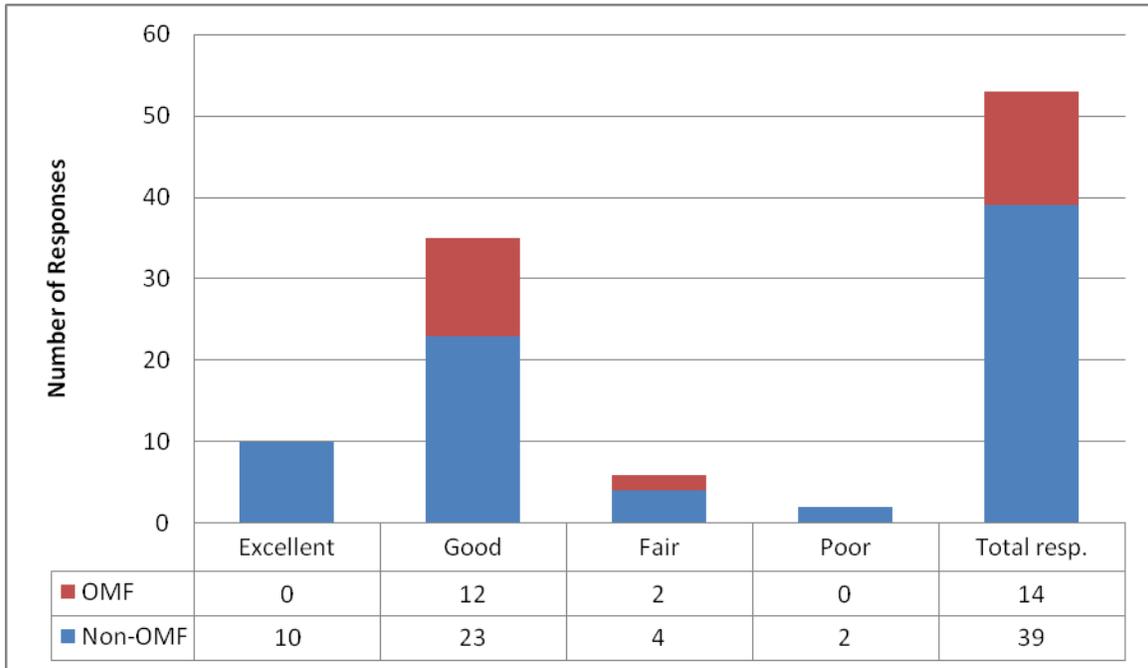
- Purchasing in the area of MWESB/Workforce has been excellent.
- Barb Gibson and the Goods & Services team continue to provide us with outstanding customer service. I don't make a move without them.

- The people in Procurement Services really want to help and I appreciate their help when I call. Barb and Celeste and all the people in goods & services are really helpful, know what their doing and are always willing to help me.
- Procurement Services has been inflexible, at times, with the Sheltered Market Program, and it has caused problems.
- Procurement has hit and miss performance with us. They are knowledgeable and helpful, but the rules are very complex, leading to conflicting interpretations. Further, there seems to be a reluctance to give us responses in email, making it hard to tie down just what the interpretation is. We also have one of our staff that could not get a response to repeated calls. Finally I stepped in and received a call back quickly. I should not have to step in. Overall they are helpful and responsive, but there are a few isolated incidents that are frustrating. [Elshad Hajiyeve, Bureau of Development Services]
- I work well with Christine. She pushes us appropriately. [David Shaff – Water]
- We receive good service from Procurement and Christine, Loretta, and Cathleen are very helpful, especially in business equity issues and bringing PDC work into the City. [Margaret Van Vliet – Housing]
- Purchasing is great. Christine Moody is great – helping us in many ways. [Ty Kovatch for Commissioner Leonard]
- I am very impressed with Christine and her team. [Betsy Ames for Commissioner Fish]
- The balance of support does not seem to be met yet. We have major contracting in this bureau and the City keeps implementing more and more rules. Procurement is cumbersome and not always timely, which can cause missing important deadlines.  
  
Prequalification might be done away with. This needs to be carefully considered as the result could be very damaging (costly, delay causing, less talent resulting...). We need more dialog with Purchasing and consumers of their services. [Dean Marriott – BES]
- Happy with the improvements Purchasing has made. They communicate more, list better, and try to explain why they need certain things. [Zari Santner – Parks]
- Procurement is alright. We have to rewrite a lot of proposals to make them more professional. [Tom Miller / Ron Geason – PBOT]

OMF Employee Comments:

- In the past year, the OMF services I found excellent in the areas of timeliness, helpfulness, and expertise are: Procurement Services...

## Bureau of Internal Business Services – Risk Management



Weighted average of 3.00 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

53 responses

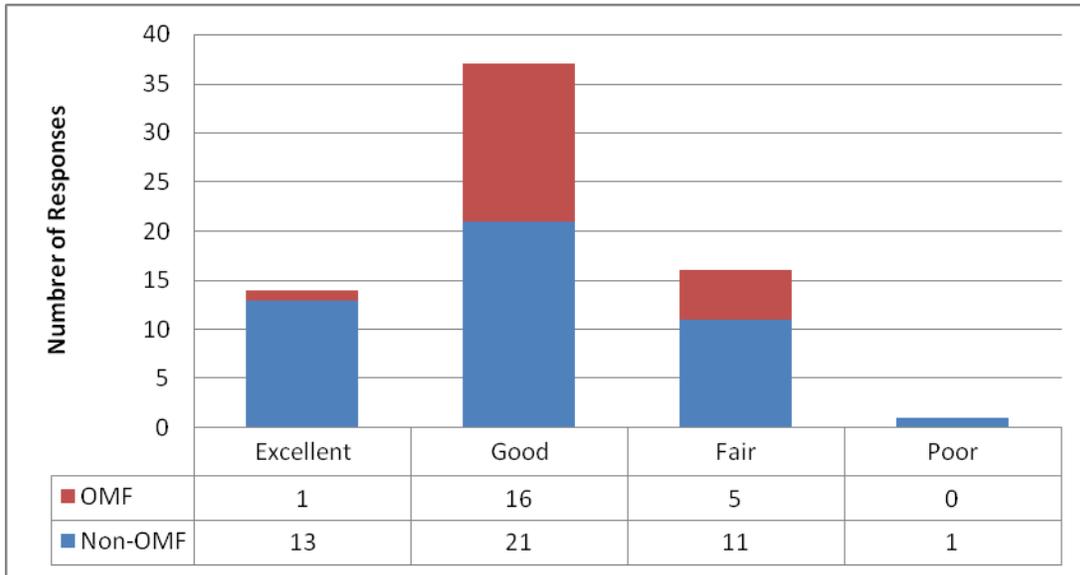
Non-OMF Employee Comments:

- Loss of much of the services from Risk Management. Still very little or no movement towards centralizing Risk services in record keeping, MSDS data bases, training resources, etc., despite many pleas for better or more services.
- We don't deal with Risk that often, but when we do, they are good. They are easy to work with. [David Shaff – Water]

OMF Employee Comments:

- None

### Bureau of Financial Services (General)



Weighted average of 2.94 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

68 responses

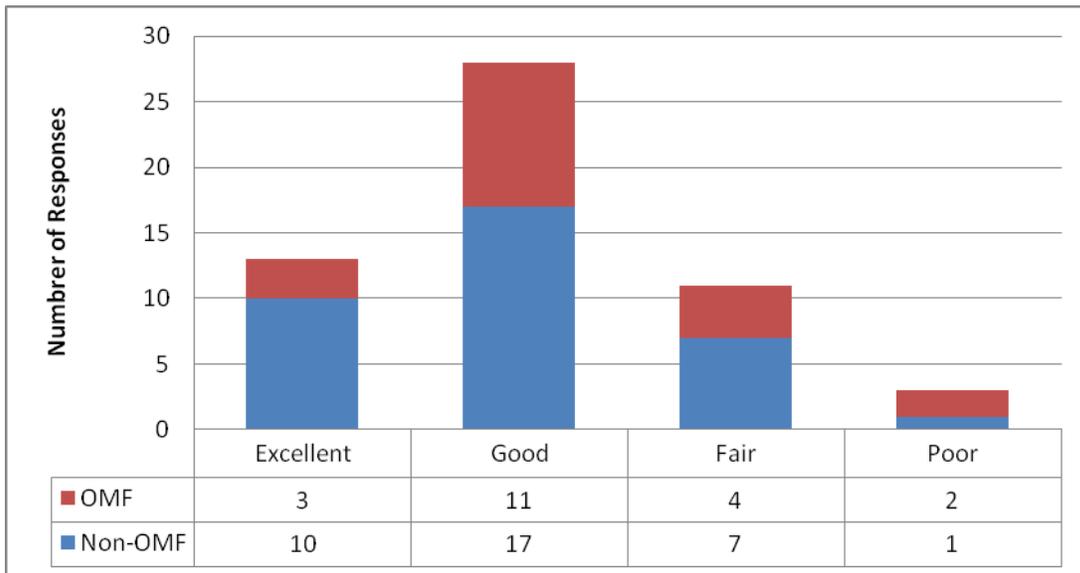
Non-OMF Employee Comments:

- Rich and Jane Kingston are good to work with. [Margaret Van Vliet – Housing]

OMF Employee Comments:

- None

### Bureau of Financial Services – Financial Planning



Weighted average of 2.93 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

55 responses

Non-OMF Employee Comments:

- We believe that our relationship with Financial Planning staff has improved greatly and we want to recognize the collaborative approach to problem-solving of the Financial Planning staff (Seth Reeser and Andrew Scott) for our utility program.
- Exceptional outstanding services from Financial Planning.
- The Financial Planning function is strong.
- Tess Jordan is outstanding.
- Eileen Roe provided the Police Bureau Grants Team with professional and dedicated service for over four years. The grant files were audit-worthy at all times. She pushed back at PPB Fiscal Management when she needed to as compliance slipped. She stayed late when necessary to help us with application submissions. She and her co-worker Andreea Codorean were incredibly patient and helpful as we learned the S-A-P Grant Module together. It was a very intense period. Eileen was invested in our success, which made the bureau and me a success.
- Overall I am impressed with the caliber of staff at OMF and the high degree of expertise and helpfulness. This is especially true in Financial Planning.
- Financial Planning is diminishing in capability level. They attempt to be helpful, but the overall skill sets of staff are not what they once were.
- We work closely with Financial Planning. Last year there were a lot of complaints. This year there has been big improvements. Communications has improved tremendously with weekly emails. Just be sure to communicate changes ahead of time (such as new personnel data established in the middle of budgeting!).

Our analyst is very good. Quick response, professional, with fast turnaround on calls. Once in a while (rare, actually) our bureau is not understood by Financial Planning, but that is as much our fault as theirs for our not educating them. [Elshad Hajiyev, Bureau of Development Services]

- I have a high opinion of OMF and the budget work they did for us in particular. We met monthly with OMF and the Mayor's office, talking about important issues and helping meet budget obligation. The Mayor was kept informed and everyone was on the same page, providing for a transparent process. [Mike Reese – Police]
- We just started working with the Grants Office. The level of support we have received is very helpful. They came here to show us how to enter information into SAP. Eileen Roe did a great job going above and beyond. [Elshad Hajiyev, Bureau of Development Services]
- Financial Planning is great. We have had good experiences with them. We get appropriate answers to our questions from Andrew Scott to the most junior in that organization. We have not worked with Rich much yet, but he seems on top of things. [Tim Crail for Commissioner Fritz]
- We have a great relationship with Andrew Scott and Tess Jordan. [Mike Reese – Police]
- Considering the form of government we have, the budget process goes pretty well. Timing, which OMF does not control, is a problem, however. The amount of financial analysis completed is too much and too detailed, as well. What is the real value since no one looks at it when making the actual budget decisions? Scale back by 30 to 40% to make sure the right things are looked at but not over doing it. [Margaret Van Vliet – Housing]
- OMF does not have complete control over the budget process, but if everyone working on the budget was to charge their time to an account, the total amount spent that would be shown would be staggering. It is a very labor intensive operation. Months and months of work, and very dysfunctional. Anything OMF can do to simplify this process would be appreciated.

OMF is funded to a very large extent by an overhead model, which is reviewed every few years. This model need more discussion. For example, as budgets have to be cut, help from OMF in lowering their cost is limited. (For example, contract compliance cost went up at a time when sewer cleaning became the alternative. Is this the right priority for the citizens?) We want the opportunity to look at where to cut costs from the perspective of the citizen. [Dean Marriott – BES]

- During budgeting, information is coming to us later and later, as well as timeliness for response is absurdly limited. It also appears that this Council does not even pay attention to the responses. It is clear this is not Financial Planning's fault, but they have the responsibility to work with the Mayor to figure out what works. It is a huge burden for bureaus and costs a lot of money to complete the budget process.

We still have no guidance nor help for funding alternatives (we are a general fund bureau). No alternatives have been provided from Financial Planning. Could they bring the general fund bureaus together and explore what the needs are and identify alternatives and a plan to best meet those needs according to what is best for the citizens? This should be a several year plan, leading to trade-offs that benefit everyone over the longer term. [Zari Santner – Parks]

- We get good support and great service from Financial Planning. It used to be that we had an adversarial relationship with our Budget Analyst, but not so now or even the last couple of years. [Linda Meng – City Attorney]
- The process is in need of streamlining. There are too many new parts added without any corresponding reduction. Lisa Shaw is excellent. She has a tough job as a liaison, but tries hard, is a straight shooter, and is technically competent.

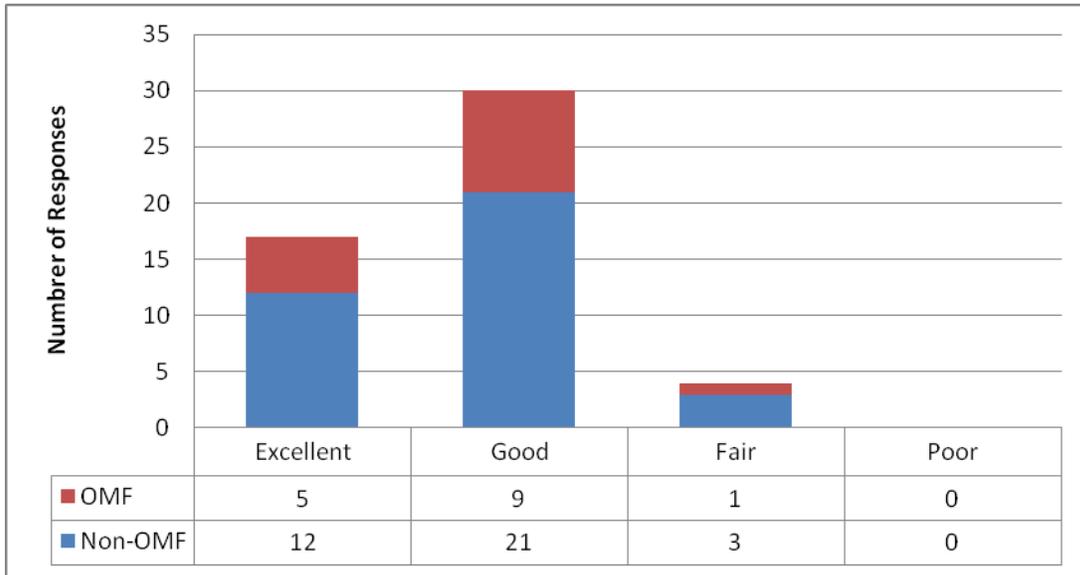
OMF support to help tell the financial story of PBOT is needed. This will be a multi-year effort. [Tom Miller / Ron Geason – PBOT]

- Andrew, Rich, and team did great work on the budget. [Mayor Adams]
- Andrew and his team have provided excellent response to the requests from the Mayor's office, including being innovative when necessary. [Warren Jimenez – COS Mayor's Office]

OMF Employee Comments:

- None

**Bureau of Financial Services – Public Finance and Treasury**



Weighted average of 3.25 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

51 responses

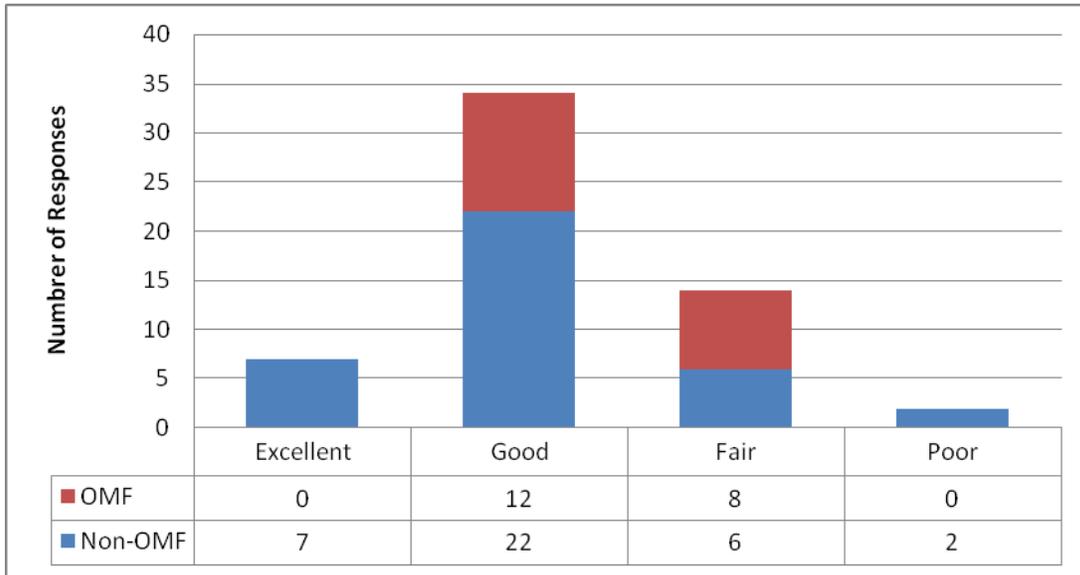
Non-OMF Employee Comments:

- It's unfortunate that one person in Treasury can place such a large adverse effect on the entire office. The new Treasurer is doing a great job.
- The Treasury function is strong.
- Debt Management and Treasury are very good to work with.
- Debt Management continues to be a good group to work with.
- We have a pretty good relationship with Treasury. [Elshad Hajiyev, Bureau of Development Services]
- Eric Johansen is always accessible. [Tim Crail for Commissioner Fritz]
- We have had positive results with their support on the bond. [David Shaff – Water]
- Very good, especially Eric Johansen. [Tom Miller / Ron Geason – PBOT]

OMF Employee Comments:

- None

## Bureau of Financial Services – Accounting



Weighted average of 2.81 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

57 responses

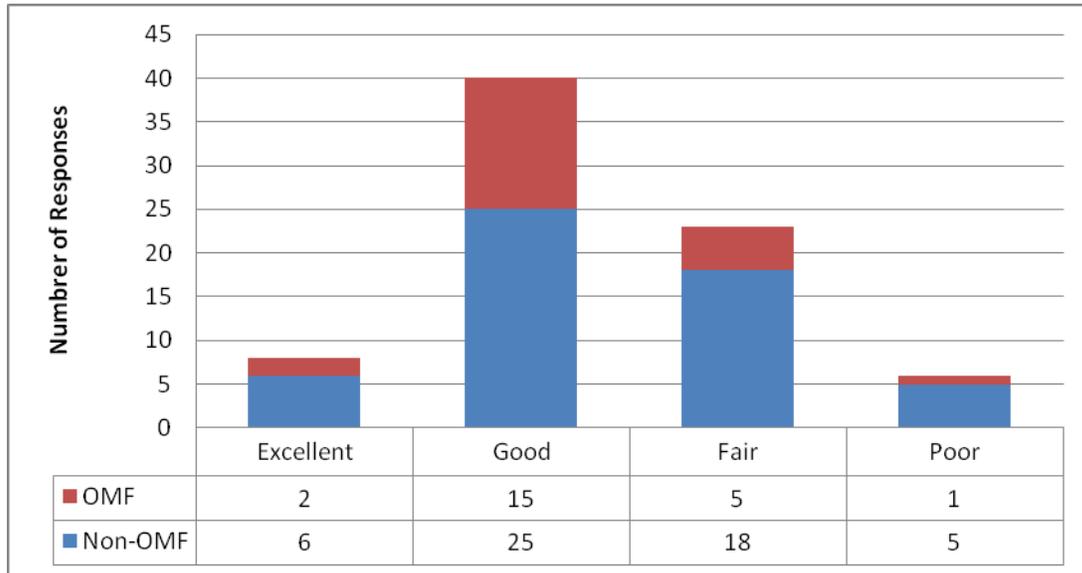
Non-OMF Employee Comments:

- Need to coordinate purchasing and accounting functions to improve customer services to bureaus. For example, a PO payment processed by accounting cannot assist the bureau with the implications on the PO in relation to an invoice processed.
- There are no written or consistent guidelines from Accounting in processing invoices and advances. Bureaus are harassed with non-compliance from the accounting staff with inconsistent protocols and requirements in processing payments. There must be written guidelines.
- Exceptional outstanding services from Accounting.
- Devra Steneart was incredible at talking us through our S-A-P technical accounting issues. Miss her.
- We have a really good relationship with Central Accounting. They are a security for us, sometimes finding errors in what we send to them. Communications about practice changes could be sent a little more in advance (not a frequent issue, but it does happen). [Elshad Hajiyevev, Bureau of Development Services]

OMF Employee Comments:

- The area where improvement is needed in expertise and accuracy is BFS Accounting - Payroll.

## Bureau of Human Resources (General)



Weighted average of 2.65 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

77 responses

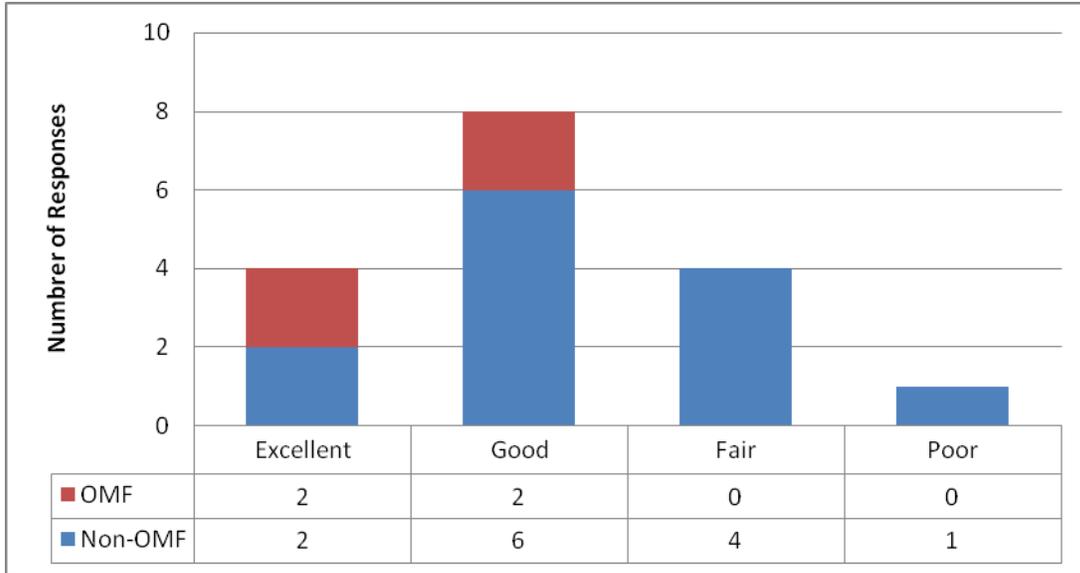
Non-OMF Employee Comments:

- I continue to struggle the most with HR - the response times are way too long and the answers I get wildly inconsistent.
- The most challenging group to evaluate is BHR. Unfortunately; this department does not work together often as a team.
- Human Resources - documents lost once sent, turnaround times long, merit increases lost between site manager's desk and HR technician desk, time lapse between a mistake and notification to bureau, recruitments take a long time - review time prior to posting, screening resumes, certification.
- HR's Kellie Le is great to work with and exhibits strong skills.
- Overall HR is very helpful. We work closely with Kellie Le. We get great explanations of things, especially SAP. [Elshad Hajiye, Bureau of Development Services]
- HR HCM team doesn't seem to have a focus on what HCM should do.
- Yvonne, Anna and the team have helped navigate us to where the city needs to be. They have taught me a lot about boundaries and how to work within those boundaries to get what is needed. The whole department has moved from being a gate keeper to being a service provider. [Ty Kovatch for Commissioner Leonard]
- We have had issues with BHR in the past, but we have seen improvement. As a client, we still feel that our office manager has to learn everything and do far more than what should be necessary. Is this due to HR turnover? As a result, we have become pretty self-sufficient. However, we are getting along with them better and appreciate the help we do get from them.
- Yvonne and Anna have done very well. They mix well with my staff. They did an amazing job with the contract negotiations. . [Mayor Adams]

OMF Employee Comments:

- HR takes way too long to process documents, provides minimal assistance unless sought out for specific issues. They should be more proactive in assisting supervisors and managers, be available more readily, and understand and assist with the interpretation of HR Admin rules, compensation pay plans and practices, and union agreements.
- Judy Bishop has been most helpful with Family Medical Leave.
- BHR continues to be a heavily paper driven organization w/o standard, defined processes generating confusion and frustration during the engagement with them. Documenting and publishing what the processes are would go a long way.

**Bureau of Human Resources – Police Human Resources**



Weighted average of 2.88 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

17 responses

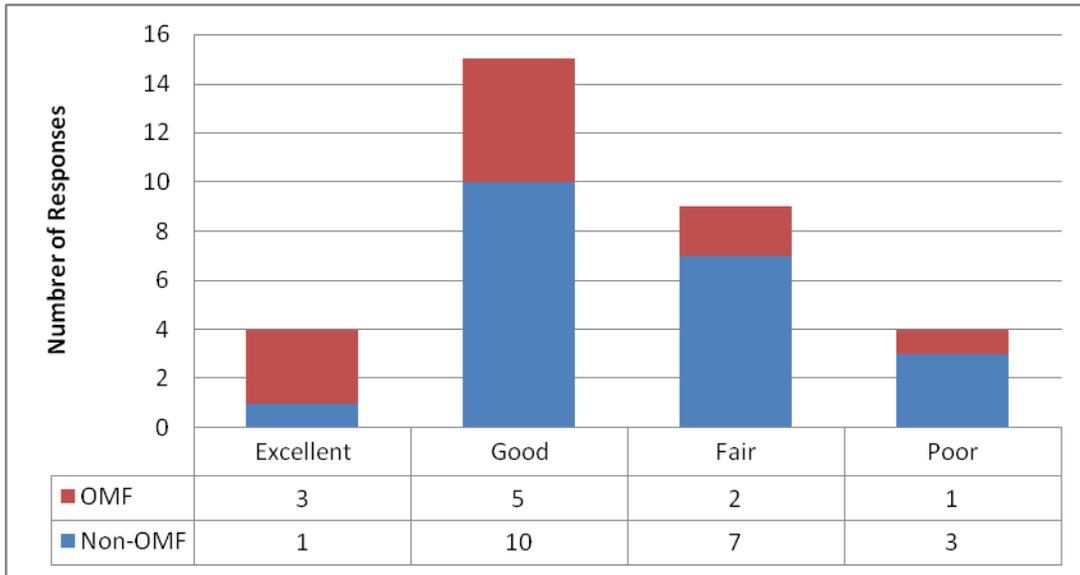
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- None

## Bureau of Human Resources – Operations and Strategic Support



Weighted average of 2.59 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

32 responses

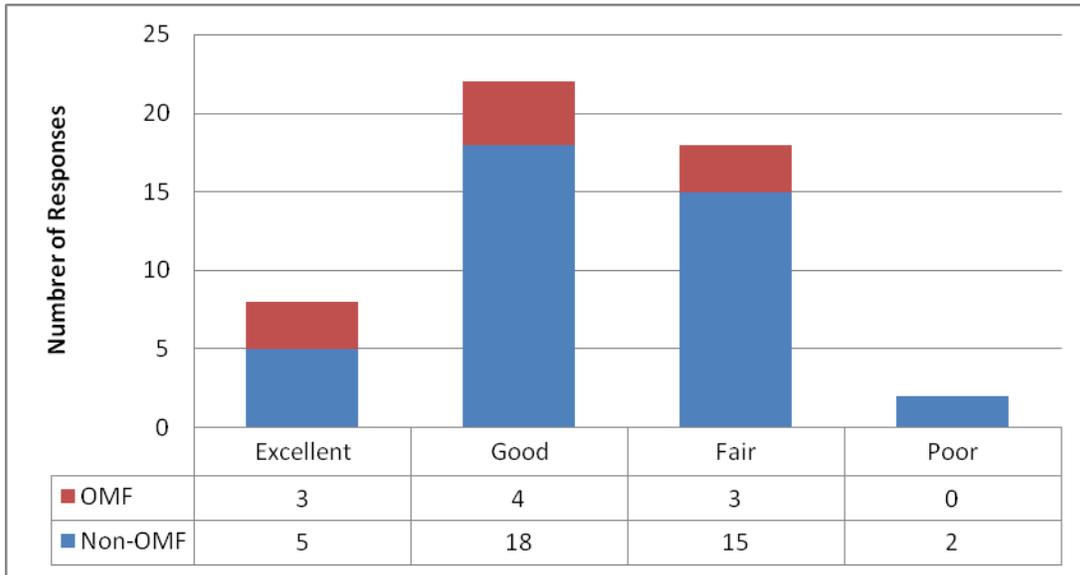
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- In the past year, the OMF services I found excellent in the areas of timeliness, helpfulness, and expertise are: ... the Central Time Administration side of BHR Operations and Strategic Support.
- The areas where improvement is needed in timeliness, helpfulness, expertise and the availability of information are: ... the OM/PA side of BHR Operations and Strategic Support.
- Beth Van Aernem and Ryan Wojcicki n in HR are very helpful and quick to respond to questions that need answering. And they both are very pleasant.

## Bureau of Human Resources – Labor Relations



Weighted average of 2.5972 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

50 responses

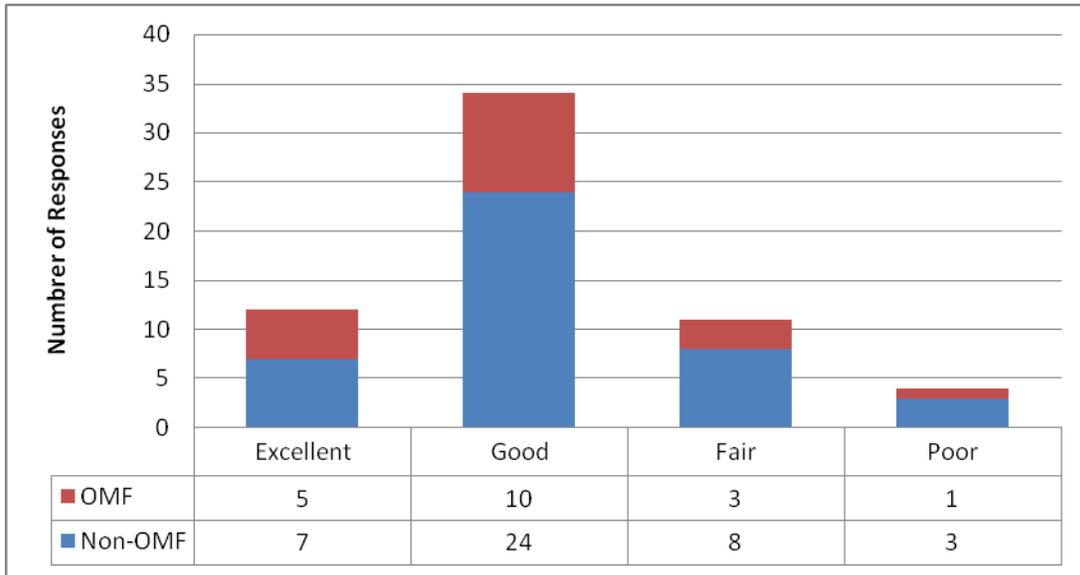
Non-OMF Employee Comments:

- We have a great relationship with our BHR labor rep (Julia Getchell) and want to acknowledge the expertise and support she provides when requested.
- Labor Relations has really improved in working with the bureaus.
- Layoffs two years ago was frustrating, mostly due to the first time a layoff of that scale had been completed. It was a tough process and HR was not equipped to easily handle it. Overall they did well considering the impact on their workload. [Elshad Hajiyev, Bureau of Development Services]
- They do things differently than I would, but so far we are having success. With Steve leaving they will have some challenges. Liz is working well on the grievances. [David Shaff – Water]
- This was a contract year and a learning experience. It all worked out, but side-bar conversations which lead to decisions made in a vacuum need to be avoided in the future. We need a stronger method to keep the negotiating team members all on the same page at all times, even with the meetings being open to the public. Jerrell and team were very responsive and helpful. Yvonne and Anna were accessible and impressive. [Mike Reese – Police]
- We will be bargaining our first contract. The lead-up has been very good so far. [Margaret Van Vliet – Housing]
- Got through the contracts. Could have been worse. Solid job. [Ty Kovatch for Commissioner Leonard]
- Very responsive. They are great. [Zari Santner – Parks]

OMF Employee Comments:

- None

## Bureau of Human Resources – Classification / Compensation



Weighted average of 2.89 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

61 responses

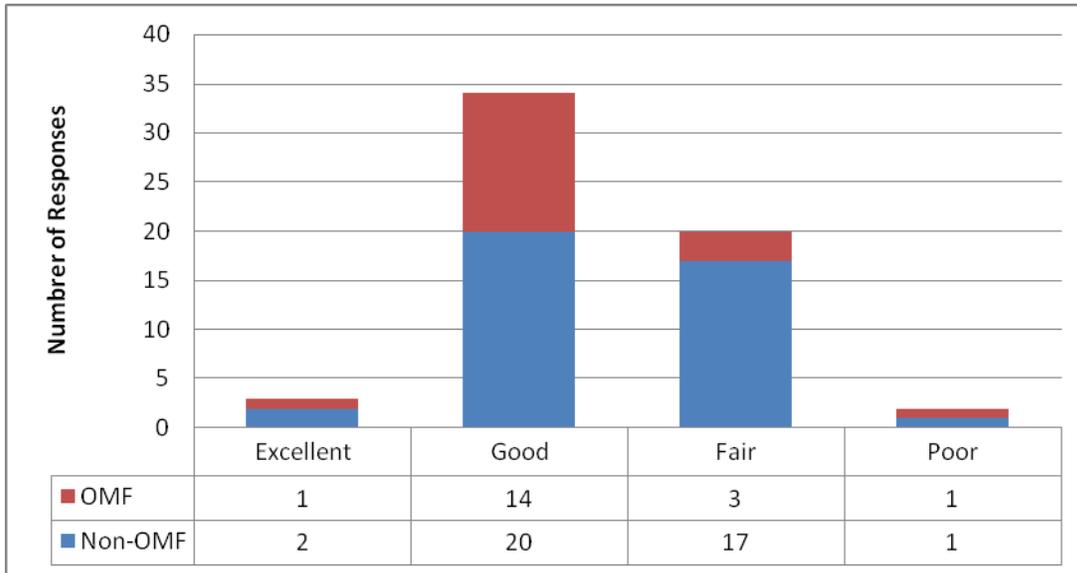
Non-OMF Employee Comments:

- Class/comp is always helpful and listens to the bureau needs.
- Of all of the groups that I work with BHR - Class and Comp continues to be the only one that is consistently responsive, accurate, helpful and available.
- Class / Comp always helpful when we have questions. [Elshad Hajiyeve, Bureau of Development Services]
- Is the growth in class upgrades scrutinized strong enough? The concern is that the cost of government goes up with additional services being provided and higher levels of expertise required. [Tim Crail for Commissioner Fritz]
- Class/Comp is much better to work with now than in the past. They are recognizing the gray areas better, which is helpful for us. [David Shaff – Water]
- They have been very helpful, moving things along. [Betsy Ames for Commissioner Fish]
- They are very responsive. Great to work with. [Zari Santner – Parks]

OMF Employee Comments:

- None

## Bureau of Human Resources – Employment and Development



Weighted average of 2.64 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

59 responses

Non-OMF Employee Comments:

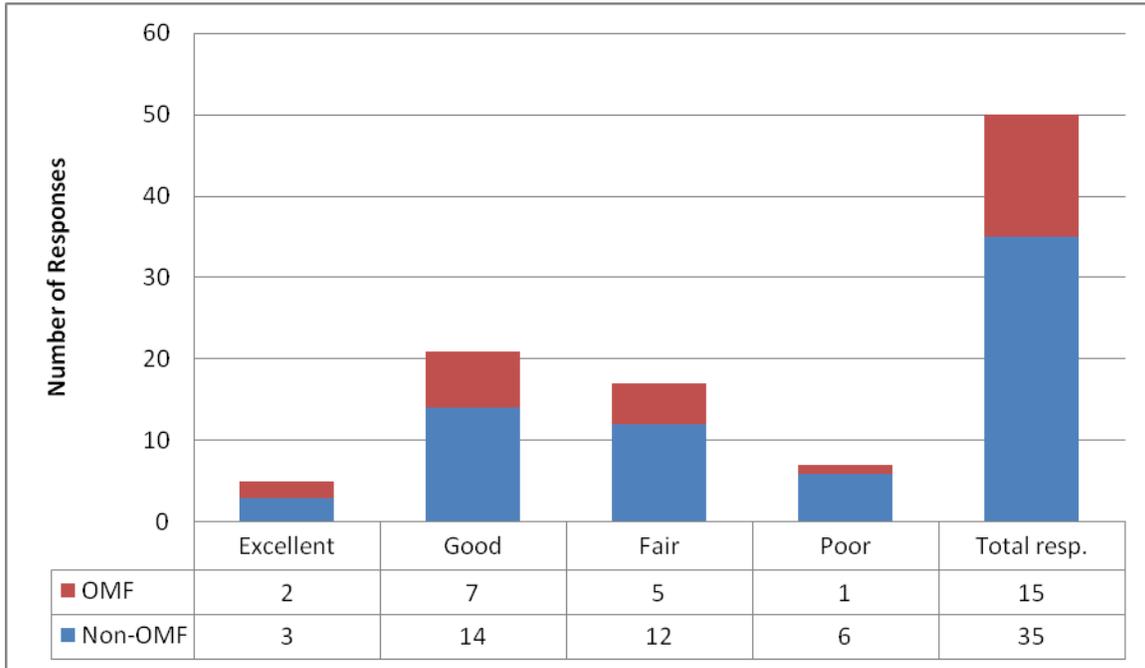
- Employment & Development: It seems like the rules/guidelines from this group change constantly without notification to the bureaus.
- We are now recruiting. Some of the rules are still pretty general, leading to different interpretations. This is not about the people there, but rather about the complexity of the recall process (preceded by layoffs). All the reverse bumping, seniority evaluations, etc. are difficult. It keeps their plate full! [Elshad Hajiyev, Bureau of Development Services]
- Minor complaints about recruitment timelines....for example, we needed to fill a very important position fast, only to find that we lost time when the eligibility list was sent by interoffice mail rather than being walked to our office. Frustrating.
- There are a lot of BHR requirements and goals, but not a lot of support to meet those goals. For example, a small bureau cannot even have a fully diverse interview panel. We need the requisite tools and guidance.
- Small bureaus are treated the same as large bureaus. Systems in place don't recognize that the same person might be preparing several required documents at the same time.
- They broadened their horizons and are getting things out. That is good. [David Shaff – Water]
- Our Assessment Center's testing needs are hard to meet, but BHR worked out those needs. They are still developing the process and we have not yet fined tuned how this will work, but it is heading in the right way. It is hard for BHR to be as good as a national company that they are replacing. [Mike Reese – Police]
- Recruitment is slow even on bread and butter hiring. The process is confusing and the roles not clear. We even felt this from the slow filling of a BTS position critical to our projects. That said, I recently had a position that I asked for fly through the system [Margaret Van Vliet – Housing]
- I like the direction HR is going for recruitments. [Betsy Ames for Commissioner Fish]

- Joe Wahl is energetic and helpful, but the unit is not responsive nor helpful. They either don't understand customer service and timeliness or don't have capacity. [Zari Santner – Parks]
- Recruitment is really good. They are prompt and responsive. Allan Messer is excellent.

OMF Employee Comments:

- None

### Bureau of Human Resources – Diversity Development / Affirmative Action



Weighted average of 2.48 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

50 responses

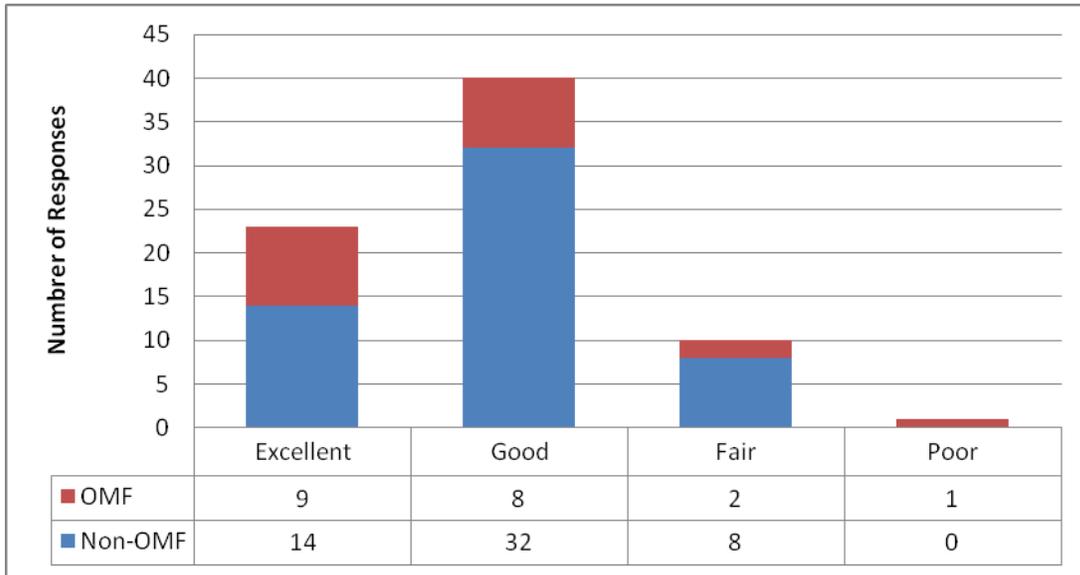
Non-OMF Employee Comments:

- The addition of Kathleen Sadaat has been a huge asset to the community and to City employees.
- Affirmative Action/Diversity Development: Great to have Kathleen onboard because hopefully she can provide the team with leadership and direction. There is so much that can be provided by this department. The reduction in this department sends a message Citywide that diversity development is not as important as BHR says. This team can be in the forefront of education, training, mentoring and more!
- I appreciate the cultural competency training, but it is announced with too short of notice and is not offered regularly. We need a one or two YEAR schedule published.
- This unit is problematic. They are slow processing complaints and requests and their results are pathetically inadequate. There has been huge turnover there, but the new person hasn't even introduced herself to me yet. We are committed to diversifying our workforce but need HR to have a comprehensive plan to help us find qualified applicants. [Zari Santner – Parks]

OMF Employee Comments:

- None

**Bureau of Human Resources – Benefits / Wellness**



Weighted average of 3.15 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

74 responses

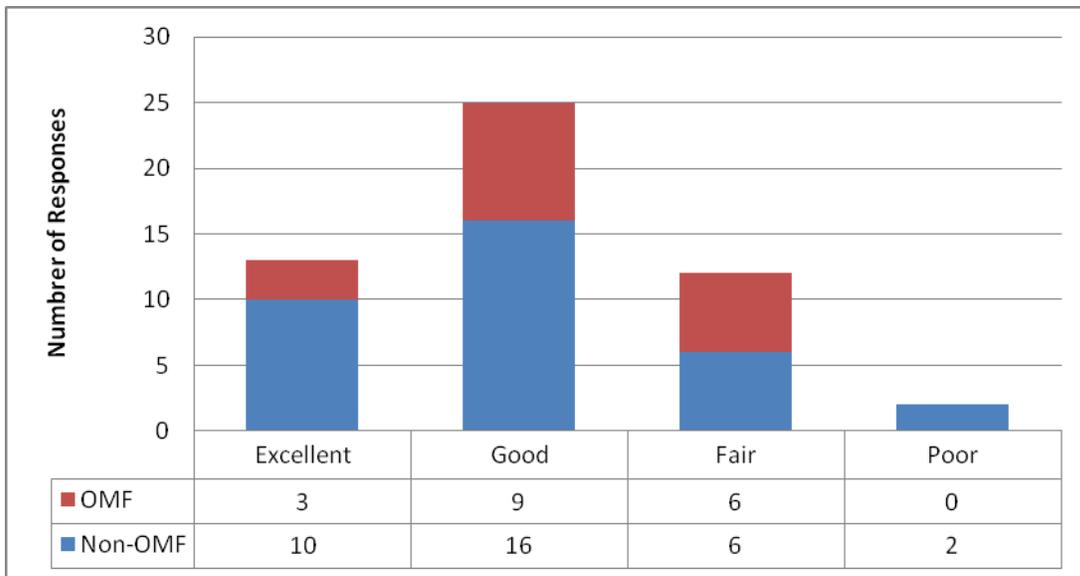
Non-OMF Employee Comments:

- They are good at communicating and are getting positive results. [David Shaff – Water]
- Very responsive. [Betsy Ames for Commissioner Fish]

OMF Employee Comments:

- None

**Bureau of Human Resources – Site Teams**



Weighted average of 2.94 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

52 responses

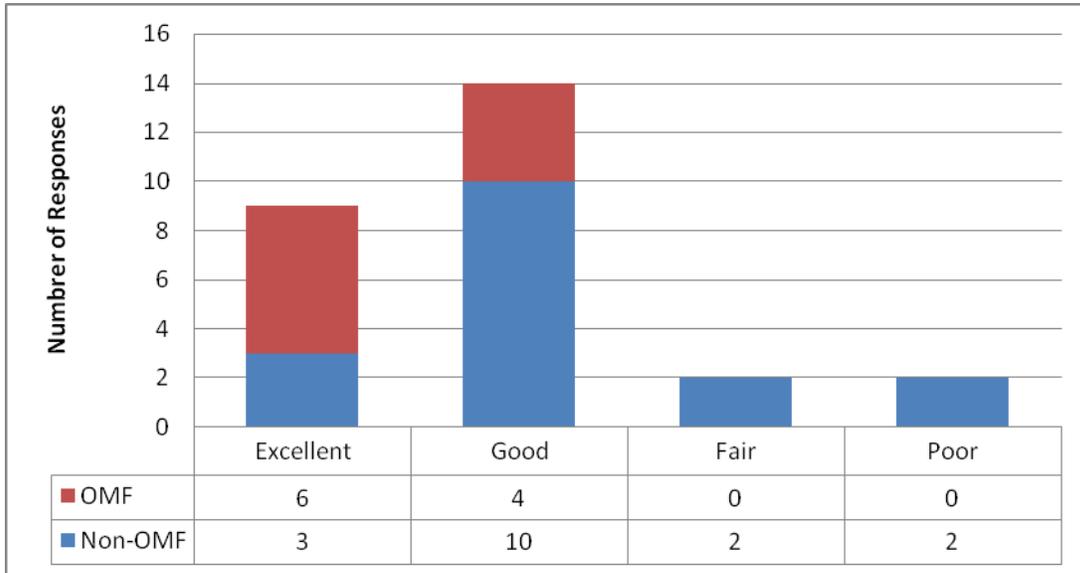
Non-OMF Employee Comments:

- The HR Business Partner is excellent.
- Gale Baird has been an excellent addition to HR's team - very helpful, knowledgeable, calm under pressure.
- Cathy Henson, our HR Coordinator, is great. She was there through our layoffs and gave us great support. [Elshad Hajiye, Bureau of Development Services]
- These are the stars of BHR – Elizabeth and Dawn in particular, and Anna is very helpful at problem solving. We disagree sometimes, but they have handled a huge workload well. I have nothing to complain about. They give advice and we take it or we don't. [David Shaff – Water]
- Sean serves two masters but does that well. I like the model that is place. It works. [Mike Reese – Police]
- Strong and responsive. [Margaret Van Vliet – Housing]
- From a service perspective, Elizabeth Lopez does as well as anyone ever has. She is in the middle of all of it and gives great advice. [Ty Kovatch for Commissioner Leonard]
- BHR is doing better. They are working with us, not just dropping protocols on us. Their consultations are positive. Anita Lane is great! [Dean Marriott – BES]

OMF Employee Comments:

- The areas where improvement is needed in timeliness, helpfulness, expertise and the availability of information are: ... Site Teams.

**Revenue Bureau (General)**



Weighted average of 3.11 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

27 responses

Non-OMF Employee Comments:

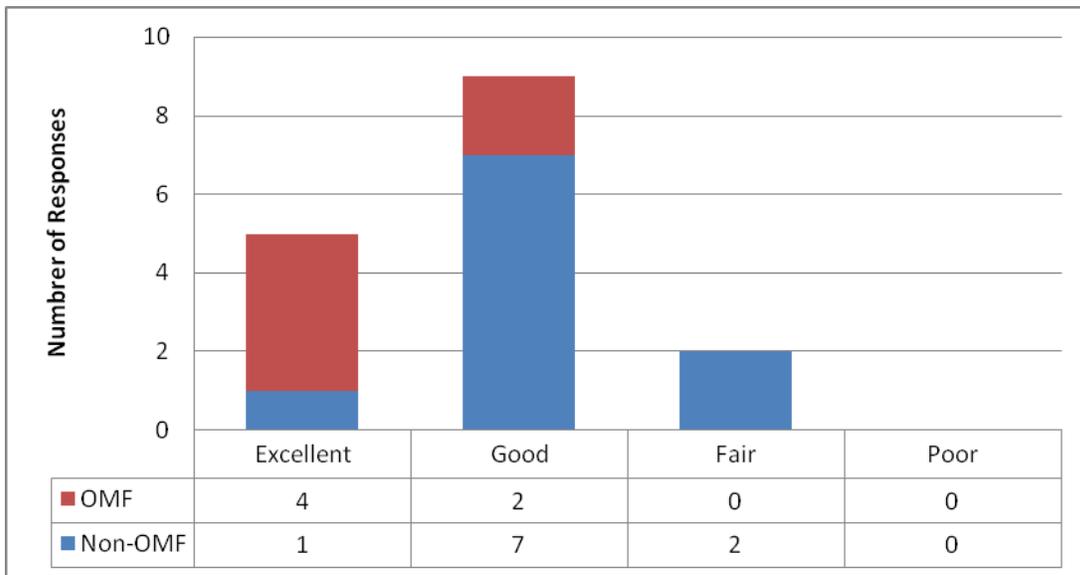
- We appreciate the audit work that the Revenue Bureau performs for our Utility program. Revenue staff is becoming adept at understanding the nuances of the utility regulatory structure.

- Revenue has always impressed me as far as their attempt to provide good customer service despite being in a largely regulatory role.
- Overall, the level of service provided by Revenue Bureau to the Water Bureau, and by BTS to the Water Bureau, has improved. I am not as familiar with the other bureaus/divisions/sections, and cannot comment. Issues we still have are related to the current staffing levels, which often prevent the completion of tasks due to a shortage of resources.
- Tom Lannom has a way of making you feel like he actually appreciates the questions we ask – and is responsive to what is discovered. [Tim Crail for Commissioner Fritz]
- Thomas Lannom did a fantastic job for us. [Mayor Adams]

OMF Employee Comments:

- None

### Revenue Bureau – Regulatory Division



Weighted average of 3.19 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

16 responses

Non-OMF Employee Comments:

- I work very closely with Anne Holm. She is wonderful. She is professional, timely, and helpful.

OMF Employee Comments:

- None

**Revenue Bureau – License and Tax Division**



Weighted average of 3.40 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

20 responses

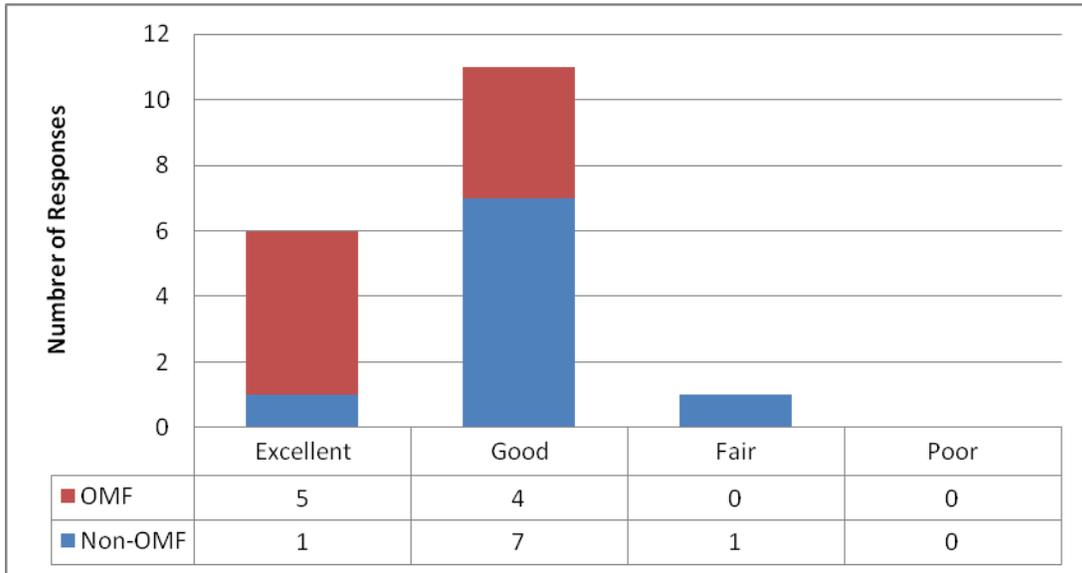
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- None

**Revenue Bureau – Operations Division**



Weighted average of 3.28 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

18 responses

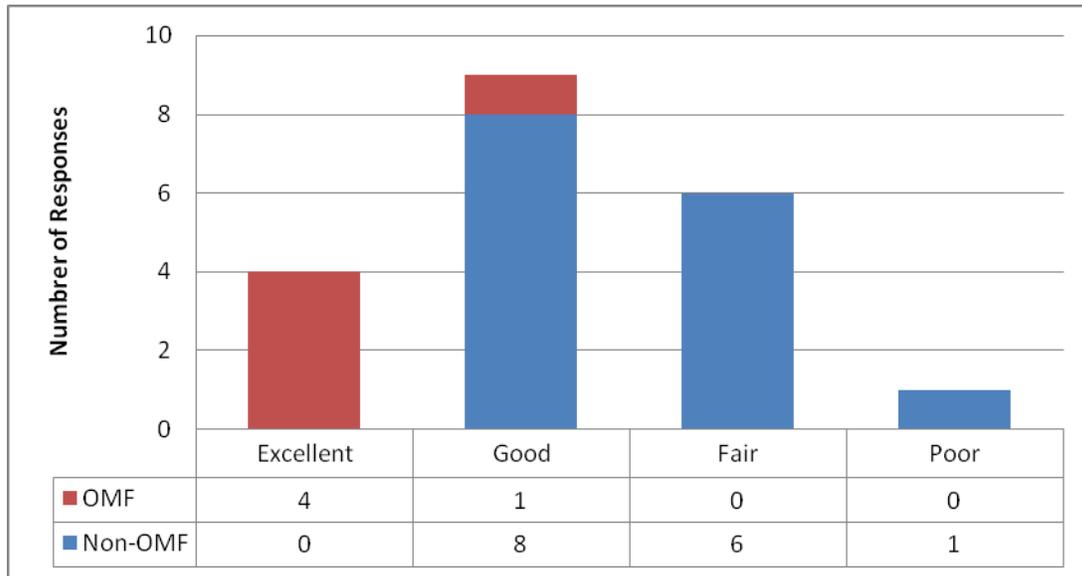
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- None

### Revenue Bureau – Business Solutions



Weighted average of 2.80 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

20 responses

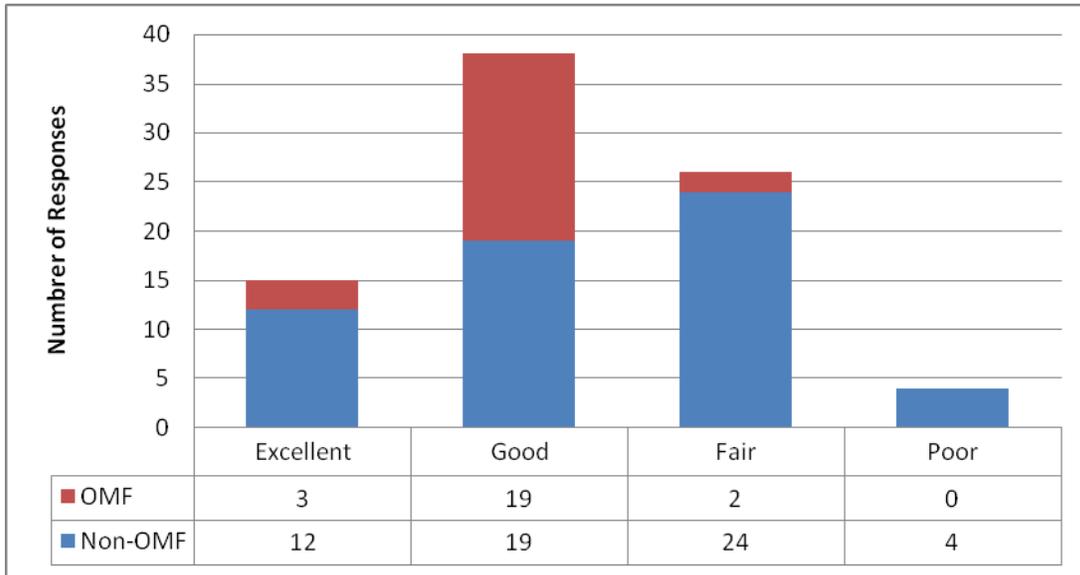
Non-OMF Employee Comments:

- Kathy lives and dies with them. They should be in the Water Bureau to eliminate the middle man, but this is working. Julie Shervey is very good but has Kathy Koch as her customer and boss – conflicts. [David Shaff – Water]

OMF Employee Comments:

- None

## Bureau of Technology Services (General)



Weighted average of 2.77 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

83 responses

Non-OMF Employee Comments:

- I have been frustrated by last-minute changes to cost estimates from BTS.
- Exceptional outstanding services from BTS in general
- With BTS I have noticed the greatest effort at a customer service culture change. Though sometimes my individual experiences with people are not great I think the overall culture has really tried to change over the last 3-4 years and it has made a noticeable difference.
- I have seen improvements within BTS; however, some areas to be unhelpful, unavailable and quite simply not doing their jobs, e.g., there is still no disaster recovery plan.
- IT is still a mystery. It is impossible to understand what our bureau is paying for.
- Overall, the level of service provided by Revenue Bureau to the Water Bureau, and by BTS to the Water Bureau, has improved. I am not as familiar with the other bureaus/divisions/sections, and cannot comment. Issues we still have are related to the current staffing levels, which often prevent the completion of tasks due to a shortage of resources.
- BTS is not as responsive as they should be. Their culture is slower than is ours (worse than any other OMF group). Communications and responsiveness is poor. Answers are often confusing and convoluted. However, they are better now than they were a year before. Simple things are handled well, but, as an example, the purchasing of a computer takes a lot of steps. We could do it much faster if we could go directly to a vendor. Their overhead is also high. They are getting better, especially around communications, but no one seems to have the authority to simplify processes. [Elshad Hajiyev, Bureau of Development Services]
- BTS costs need to be more transparent. It is hard to know if the charges are legitimate. For example, it is hard to know if the levels of reserve are appropriate. Are the cost controls effective? We understand the need, but don't have the visibility to be confident.

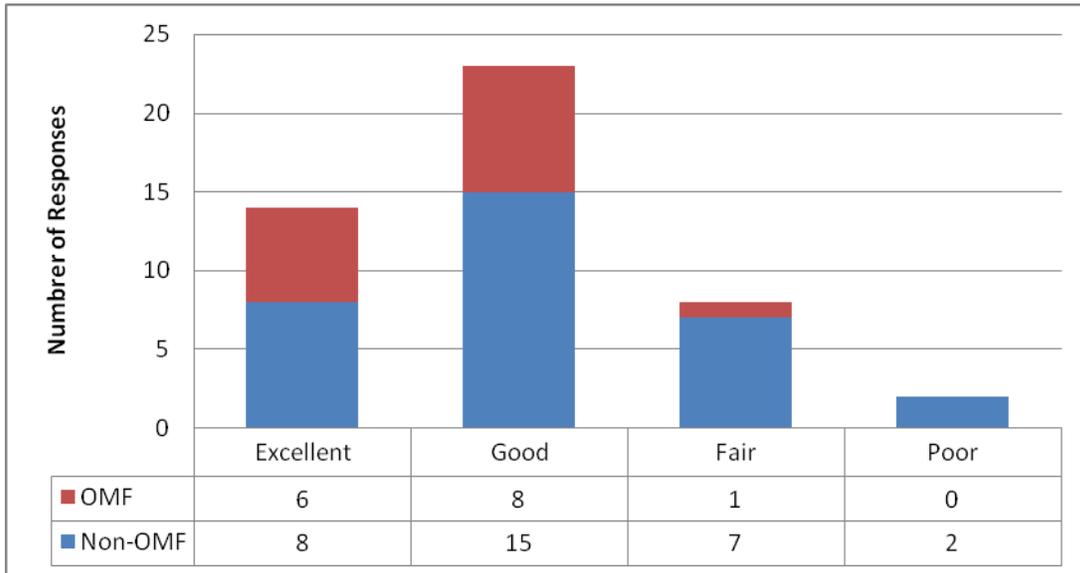
Overall, however, BTS is good. [Tim Crail for Commissioner Fritz]

- We have an okay relationship with BTS. They, and our relationship, continue to improve. [Ty Kovatch for Commissioner Leonard]
- BTS has a good balance at this point. They are meeting the needs of our organization. [Dean Marriott – BES]
- BTS is making improvements, especially in how they complete projects. Tom Wheatley and Mohammad are really working well with them.
- BTS is very responsive. Mark tries to be customer oriented. It is a slow pace in some areas, such as moving to Windows 7, but we know they have a lot on their plate. [Linda Meng – City Attorney]

OMF Employee Comments:

- BTS has certainly improved their communication around computer problems and status of repair as well as just general tips.
- In the past year, the OMF services I found excellent in the areas of timeliness, helpfulness, and expertise are: ... BTS, including the BTS side of SAP support, ...

**Bureau of Technology Services – Office of the Chief Technology Officer**



Weighted average of 3.04 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

47 responses

Non-OMF Employee Comments:

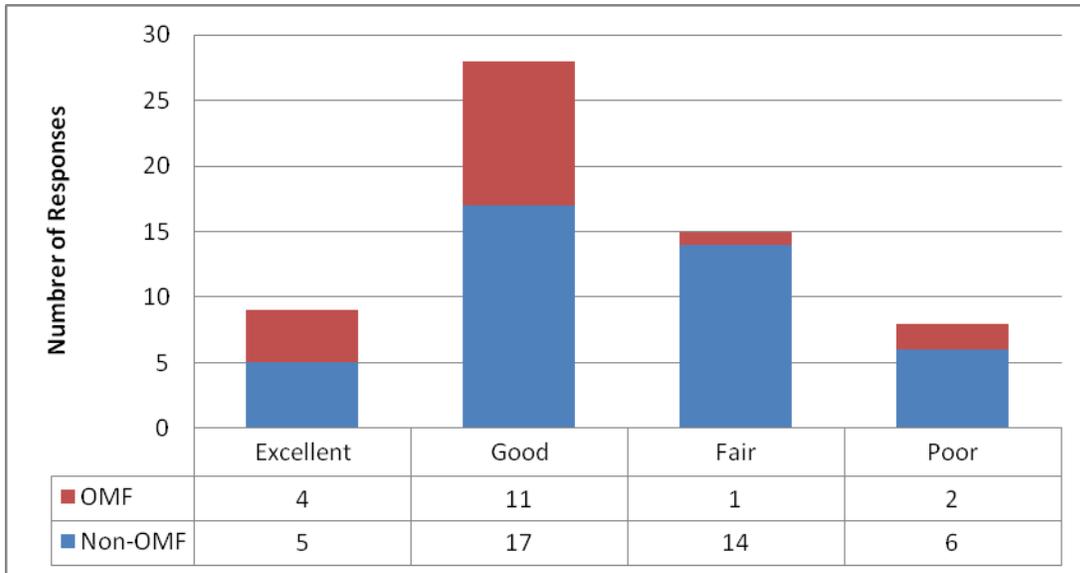
- We also appreciate the involvement of the CTO in the Broadband Strategic Planning process for our Utility program. His involvement is critical to the success of the program.
- Mark has been very responsive to our needs. [Tim Crail for Commissioner Fritz]
- Mark is a good guy working hard to make changes. There is still a ways to go, but they are making progress. They are moving to a more modern set of tools; cost is a concern. They need to be a bit more transparent in their costs. [David Shaff – Water]
- Mark is the right man for the job, even though there is lingering dysfunction in the organization. It feels like a little streamlining is needed.[Margaret Van Vliet – Housing]

- Mark is wonderful, leading BTS to really come around. They are now paving the way for local businesses. [Mayor Adams]
- Mark works with the Mayor well, listening, prioritizing, communicating, and fitting requests into the City’s needs. He provides appropriate innovation, as requested by the Mayor, and makes things happen. [Warren Jimenez – COS Mayor’s Office]

OMF Employee Comments:

- None

**Bureau of Technology Services – Project Management Office**



Weighted average of 2.63 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

60 responses

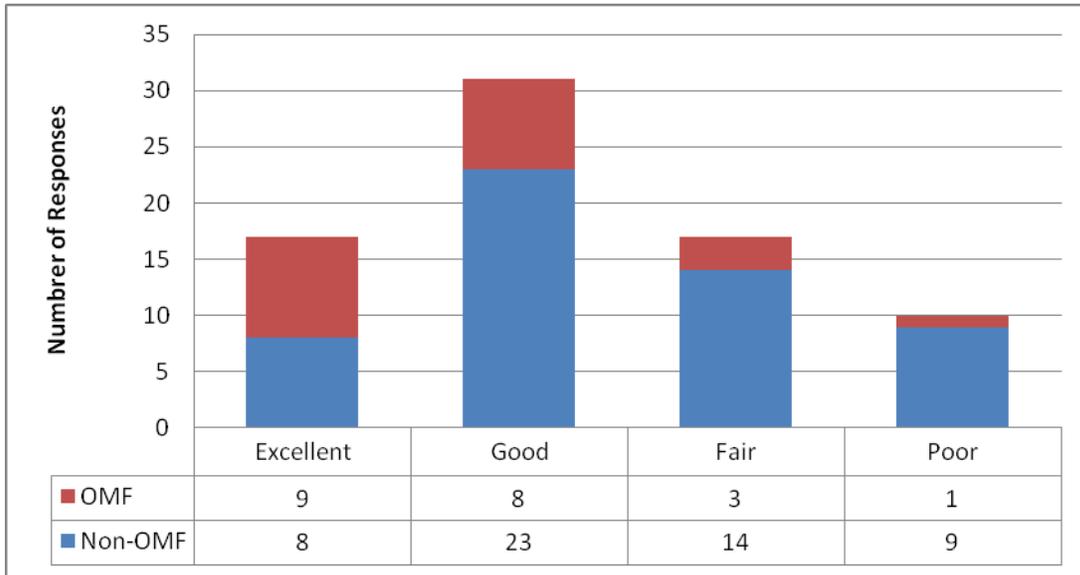
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- BTS project management services became too involved during the implementation of a few of our technology projects. I felt we were spending too much time meeting with project management staff and strategizing over contingency plans rather than focusing on getting the technology projects implemented.
- I have some concern if the project managers are asking the right questions to ensure the needs of the project team are attended to.

## Bureau of Technology Services – Customer Relations



Weighted average of 2.73 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

75 responses

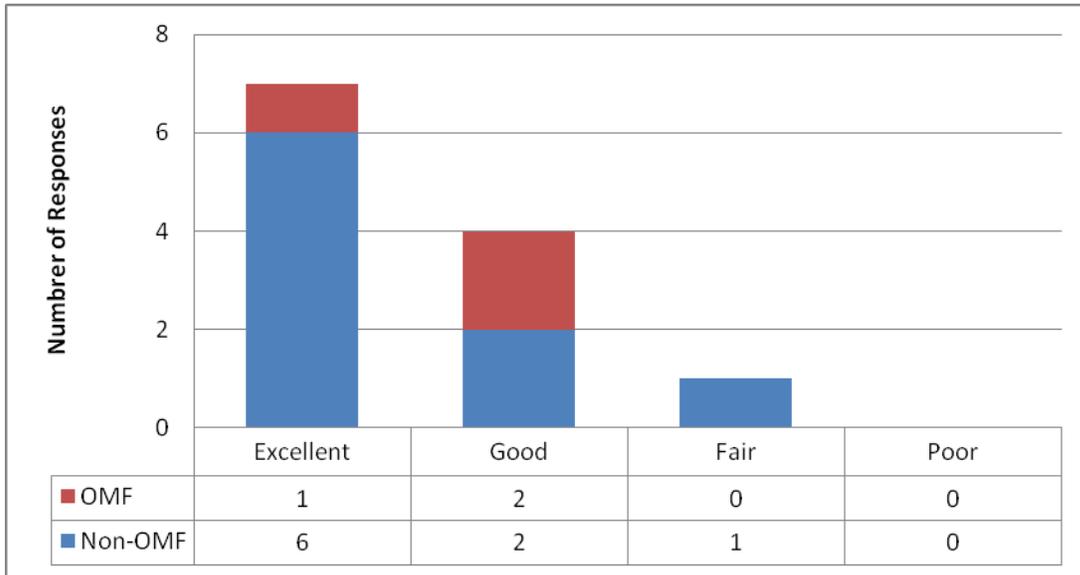
Non-OMF Employee Comments:

- Exceptional outstanding services from Technology planning.
- My rating of 'Fair' for BTS Customer Relations is based on my experience that the services of these two divisions do not meet the needs of very small bureaus well.
- We have a great relationship with our BTS Business rep (Art Alexander) and want to acknowledge the expertise and support he provides when requested.

OMF Employee Comments:

- None

## Bureau of Technology Services – Police IT



Weighted average of 3.50 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

12 responses

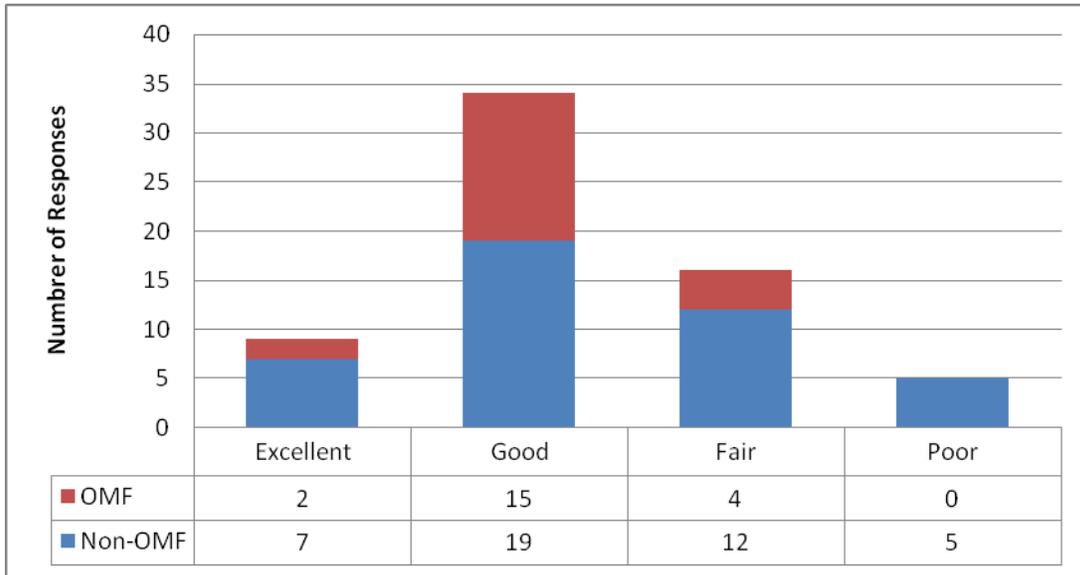
Non-OMF Employee Comments:

- Mark Ellwood does a fantastic job. Huge projects have gone well. Mark is good at triaging issues and handling them appropriately. We meet with Mark twice monthly plus with Mark Greinke monthly. I feel like we have good communications with and support from BTS. [Mike Reese – Police]
- We would like a better understanding of IT costs. We have no surprises, but don't understand what drives some of the costs. [Mike Kuykendall – Police]

OMF Employee Comments:

- None

## Bureau of Technology Services – Administration



Weighted average of 2.73 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

64 responses

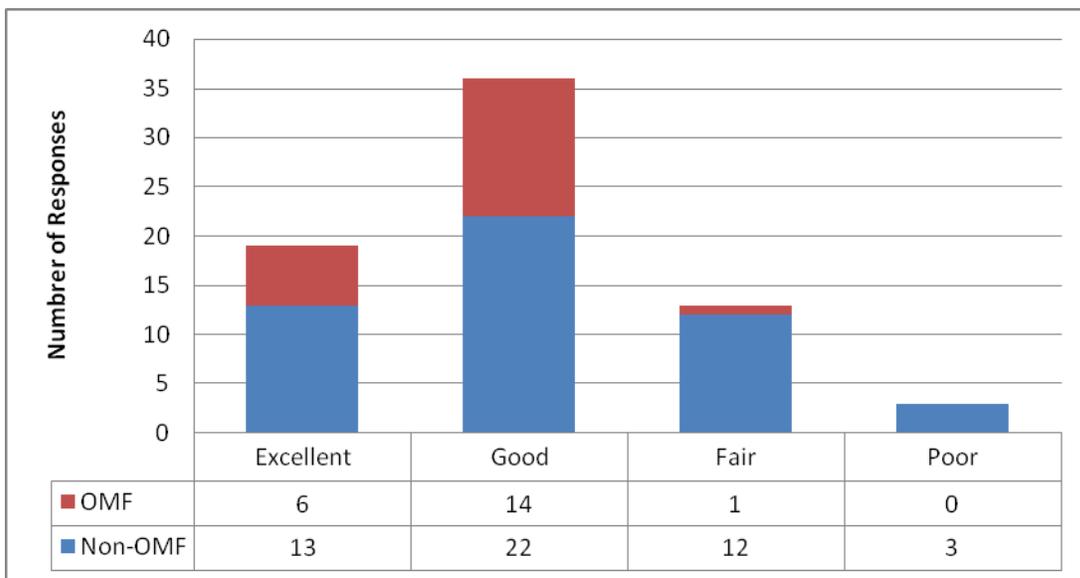
Non-OMF Employee Comments:

- I'm not sure if BTS Administration was in charge of ordering software for us. Whoever it was, it took two months to order software we needed.

OMF Employee Comments:

- None

## Bureau of Technology Services – Production Services



Weighted average of 3.00 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

71 responses

Non-OMF Employee Comments:

- As has been the custom of BTS in past years, involvement with (asking for input on) updating, upgrading, or moving components to new servers, etc., which results in possible need to re-upload drivers, etc., has not been handled well.

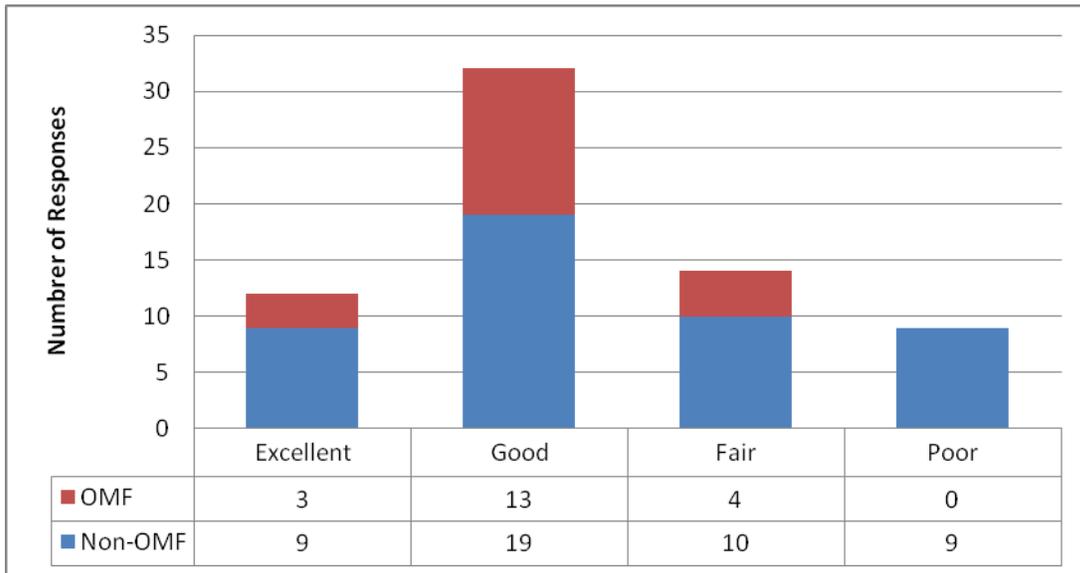
In other words, things may be re-set without input from critical bureau personnel who could give insight into how to configure machines. We had a situation just recently where a very old printer was set to its original (when new) settings, while it no longer operates at this optimal level. If someone had asked people who know in our office, we would have told them that to set this very old printer to a mandatory two-sided printing (although available when the printer was new more than a dozen years ago) simply wouldn't work. When set this way, it jams 100% of the time. We know this in our office, and we would have told anyone who asked. We've had to now struggle to try to reset the defaults to have this printer work as needed - as a critical back-up printer.

- BTS has done a great job in maintaining the servers and ensuring a high degree of reliability.

OMF Employee Comments:

- None

**Bureau of Technology Services – Business Solutions**



Weighted average of 2.70 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

67 responses

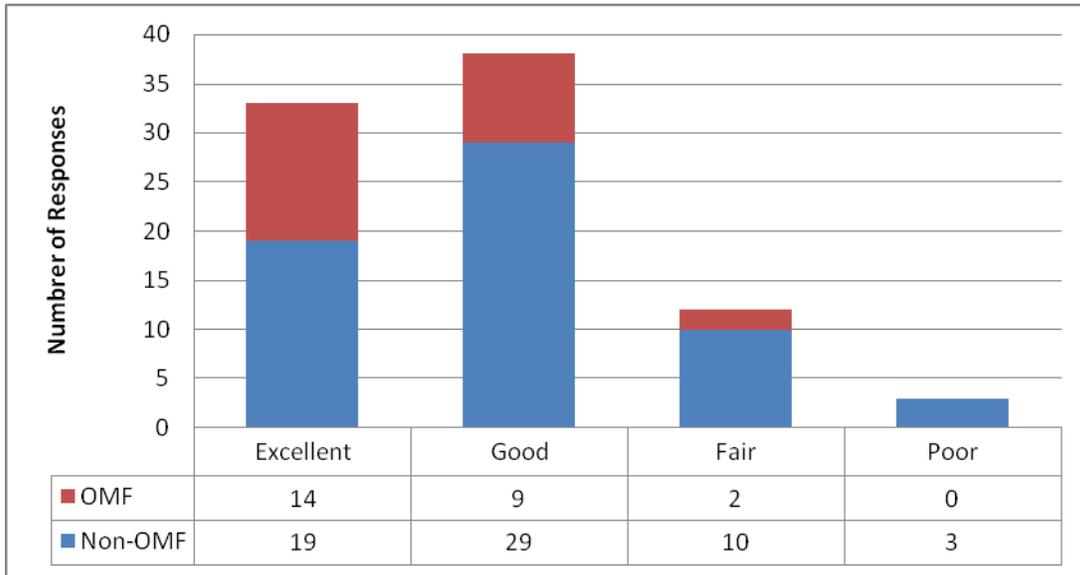
Non-OMF Employee Comments:

- Experience with citywide BTS projects such as the website migration have not been positive. As a pilot bureau we expect to have some things be uncertain, but were very surprised by a poor start to the effort with unreasonable expectations set for bureaus.
- Portland Online is still clunky. [Ty Kovatch for Commissioner Leonard]

OMF Employee Comments:

- None

## Bureau of Technology Services – Support Center



Weighted average of 3.17 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

86 responses

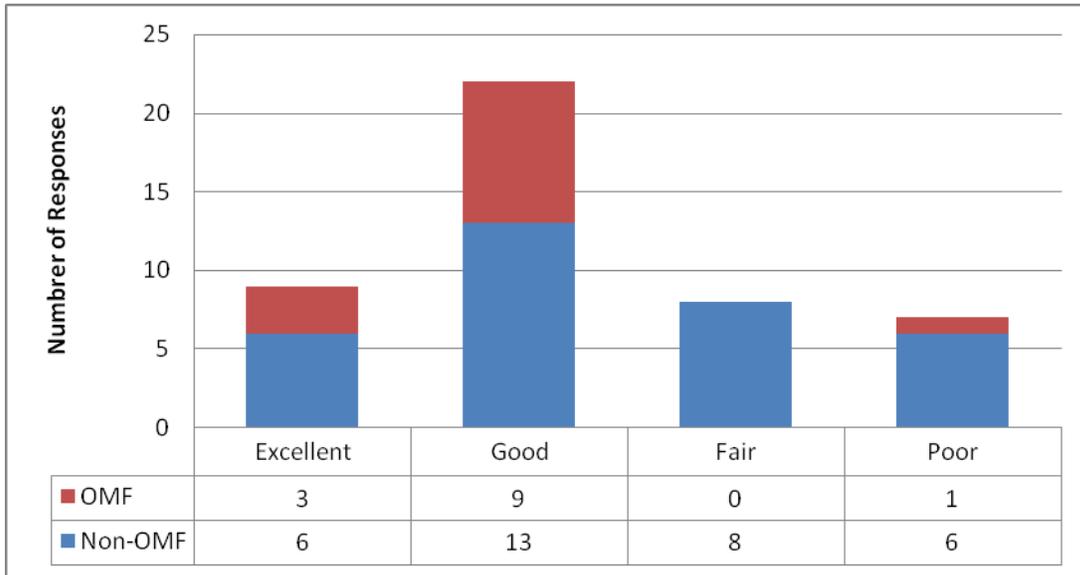
Non-OMF Employee Comments:

- Help Desk staff always try to assist our Utility program to the best of their abilities.
- BTS Support Center - level of service depends on who you reach on the helpdesk. Often I find myself being passed on from team to team when I later discover that the Help Desk person had the potential answer at their fingertips. Very frustrating.
- BTS helpdesk needs better training on computers and software the City uses, or needs more qualified analysts.
- Exceptional outstanding services from BTS Help Desk
- The Help Desk is awesome. We need one at home! [Tim Crail for Commissioner Fritz]
- The Help Desk does good work. [David Shaff – Water]
- The Help Desk notifications are helpful and the Help Desk is responsive to our needs. [Margaret Van Vliet – Housing]

OMF Employee Comments:

- BTS help desk support continues to be strong. Analysts are very helpful, quick and professional. Additionally, P&D customer service maintains very high levels of customer service. Both groups could be models for other areas within OMF in terms of customer service approach.

## Bureau of Technology Services – Infrastructure and Engineering



Weighted average of 2.72 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

46 responses

Non-OMF Employee Comments:

- None

OMF Employee Comments:

- None

## Bureau of Technology Services – Information Security



Weighted average of 2.72 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

58 responses

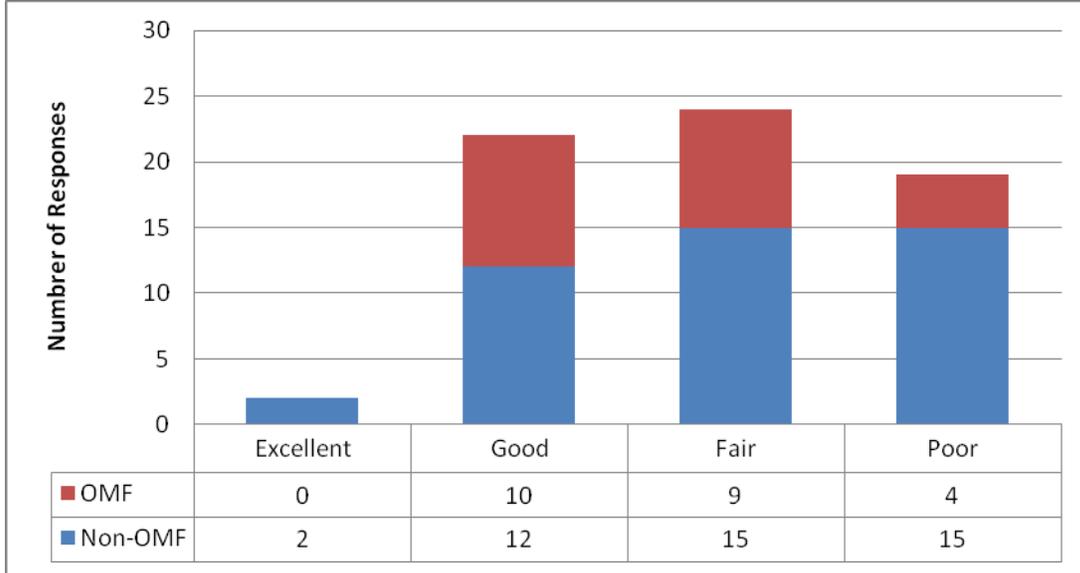
Non-OMF Employee Comments:

- None

OMF Employee Comments:

- None

### Enterprise Business Solution



Weighted average of 2.10 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

67 responses

Non-OMF Employee Comments:

- Although there are services and staff within EBS that strive to provide good customer service, the overall program is not meeting customer expectations. Overall they are not timely in resolving issues, do not thoroughly test or communicate system changes resulting in inaccurate outcomes that often times bureaus have to do work-arounds to temporarily resolve, and are not readily available or skilled to support/help bureaus resolve issues.
- It is extremely difficult to obtain an easy to read report that bureau staff can use and make fiscal decisions from SAP. Similarly, it is difficult to use the reports downloaded from SAP without creating another spreadsheet to organize the information. Therefore, we have more shadow systems than before!!
- EBS support team is good, overall direction is questionable. HCM reporting is lacking, and has created problems.
- EBS time management is not effective for the auditors, have spent a lot of time training and then going back to original internal bureau process.
- The EBS area is being responsive to the Bureau's needs but we continue to struggle in this area. Support and training in this area could be significantly improved.
- Any and all problems I've seen in the past year have to do with the implementation of the SAP/EBS/HCM system. Not only does it not work terribly well, it's added a huge additional burden of extra time, work, energy and frustration to all who participate in it. This includes slowness in responses from procurement/payable sections due to the longer time it takes to get anything done (and slowness on my end for the same reason) to really, really \*irritating\* details

that have to be just so before you can pay a \$20 bill.

External partners and clients are often frustrated and I'm certainly frustrated by the sudden, rather large, increase in my workday that the SAP systems have eaten up.

- The timesheet portion of SAP is very inefficient for the user. Any assessment of the cost of SAP implementation should include the cost of time lost in using the SAP timesheet. From a user's perspective, I'm completely disappointed in how SAP implements timesheet entry.
- I personally like the SAP system. The SAP team is pretty responsive (e.g. training, assigning a new role). They are friendly. However, they don't have enough resources to handle all the requests coming their way, especially for new reports or changing functionality. We have had a pretty good experience so far; the system is working and is much better than what we had before. Not perfect, but good. [Elshad Hajiyeve, Bureau of Development Services]
- SAP does not handle Federal Grant funds well, resulting in required work-arounds. This should be changed.
- We have seen a loss of functionality by the loss of the disaster registry when we moved to SAP. This used to exist and was a preapproved, prescreened volunteer list of vendors. This has now gone away without being moved to SAP. As a small bureau, we cannot afford the cost to customize a module to meet our needs, even though they are very important to the City of Portland. [Carmen Merlo - POEM]
- I have generally positive opinions on how they are doing. We are still learning what SAP does; seems more complicated than it should be. Our Synergen interface with SAP is not done yet; probably appropriately prioritized. I worry about costs related to EBS. [David Shaff – Water]
- SAP issues are being resolved and progress is being made. Doing okay. We have more information available now than in the past if you know how to use the system. There are still issues, but the people involved seem to be working hard to triage appropriately and resolve the issues. Internally we have some messaging to do. [Mike Kuykendall – Police]
- EBS has plans in place to get through the punch list; seems like they are getting there. Timekeeping does not meet HUD's requirements to certify time, so continued use must be worked out. Bruce is a nice guy and has a lot of smart people on the team. There are some delays on interfaces being completed, but progress is being made. Perhaps this is a staffing problem. The role restrictions in SAP are very limiting for a small bureau. [Margaret Van Vliet – Housing]
- We are struggling with EBS, especially around HCM/time and payments. Frustrating. We receive slow response. Time consuming due to the mistakes. It is a complex system. Training needs to continue constantly. Responsiveness needs to improve. EBS recognizes problems but then asks the bureaus to fix them. We don't have the capacity to do that. [Zari Santner – Parks]
- SAP is still a pain. We still can't do things that we would like to do, but the basics are getting done. [Linda Meng – City Attorney]
- This is the year of SAP. It was launched with problems, but Mark, Bruce and the teams are trying hard, as is PBOT. Slow, but there is progress. We made a lot of mistakes two years ago but are working to get back on track now. Flying blind financially, so this is critical. The back room setup was incorrect, so there is a lot of undoing/redoing to do. Everyone is responsive. They are doing what they can with the resources available.

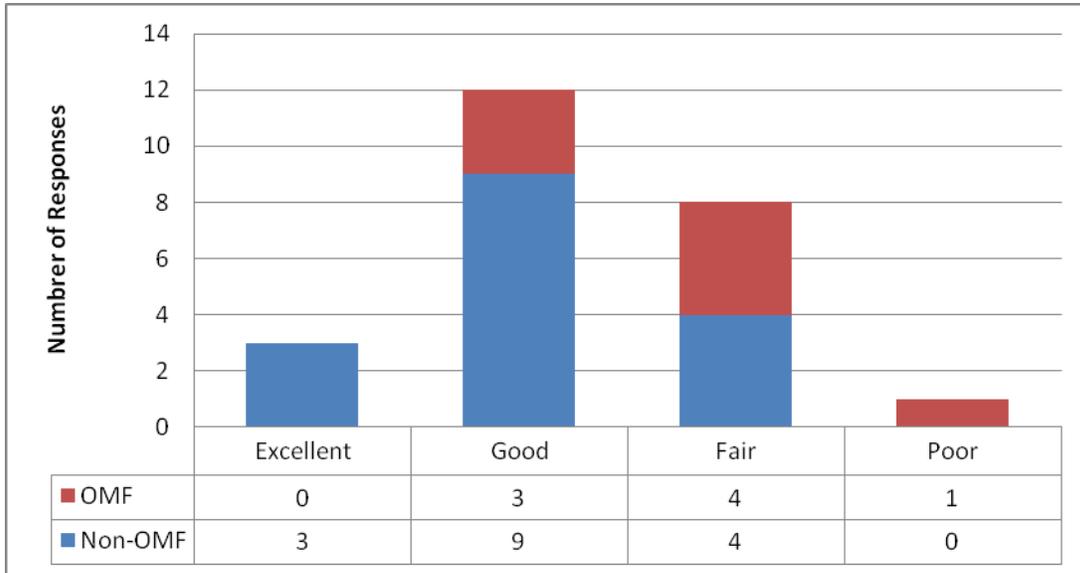
Starting to run reports in Business Objects but only able to access information from limited data areas. Need access to more information.

Perhaps it would be best in the future to implement one bureau at a time with future systems improvements. [Tom Miller / Ron Geason – PBOT]

OMF Employee Comments:

- The implementation of Business Objects in EBS seemed to be geared toward recreating what was already provided through existing SAP reports rather than listening to the needs and requests of the bureaus. I felt that EBS implemented what they felt was best rather than what the users wanted.
- The EBS program office continues to be problematic. Communication, follow-thru and timeliness continue to hamper the bureaus. The workings of this office are not in keeping with the rest of OMF.
- The areas where improvement is needed in timeliness, helpfulness, expertise and the availability of information are: EBS ...

### Citywide Projects – PSSRP



Weighted average of 2.71 (Excellent = 4 points, Good = 3 points, Fair = 2 point, Poor = 1 points)

24 responses

Non-OMF Employee Comments:

- The project came in on time, within budget, and works primarily the way it was intended. [Tim Crail for Commissioner Fritz]

OMF Employee Comments:

- None